

Santa Council



COUNCIL DEVELOPMENT PLAN

Approved by:

EXECUTIVE SUMMARY

Within the framework of Cameroon Vision 2035, the growth and employment strategy and the decentralisation process in Cameroon with focus on local governance, councils are therefore expected to assume the full responsibility to manage resources and projects within their areas of jurisdiction. These resources are coming from Government, technical and financial partners as well as those mobilised locally. The Government through some of her sectorial ministries have already in the first generation devolved some resources and competences to councils serving as a trial to measure their level in the areas of project execution and management.

The innovation of instituting a bottom-up approach of development whereby the populations at the grassroots are called upon to get totally involved and participate in the identification of their own problems, translate them into micro projects becomes capital to the elaboration of a council development plan. The Council Development plan (CDP) is a document that presents the desired goal, objectives, actions and the activities that the council wants to realize within a period.

The CDP is elaborated in a participatory manner based on information obtained from village level, urban level and institutional diagnosis which are consolidated. As such it involved various partners; the National Community Driven Development Program (PNDP) that offered technical and financial resources, the Support Service to Grassroots Initiatives of Development (SAILD) that was privileged to provide services to the Santa Council for various studies, the Santa Council and inhabitants of constituent villages who provided the data required for the studies, and various sectorial ministries within the municipality, Division and the Region who equally provided data and assisted in the analysis and elaboration of planning tables. Data for the elaboration of this plan were collected between July and October 2011. A good number of meetings were organised and held, diagnoses conducted at various levels leading to a participatory identification and prioritisation of more than 700 micro projects in all the 28 sectors for the council area. The Santa council is located in the Southern part of the North West region of Cameroon and is the main gateway into the region from other regions of the country.

The Santa CDP present major axes in its development as prescribed in Cameroon's vision 2035. For a start, it focuses on priorities dealing with basic infrastructures such as Water, Energy, Health, Basic Education, Secondary Education, Public works, Environment and Nature protection, and Trade.

Despite the fact that the plan is still new, a substantial amount of financial resources were realised by the council during resource mobilisation. Projects in ten (10) sectors feature in the annual investment plan and in the operational plan of the vulnerable population to the tune of **2.278.639.000 CFAF**. This plan remains realistic and should be taken as a reference document by the council, Government, Technical and Financial Partner as well as other development stakeholders.

TABLE OF CONTENT OF THE CDP

EXECUTIVE SUMMARY...2

TABLE OF CONTENT OF THE CDP	3
LIST OF TABLES	6
LIST OF FIGURES	7
LIST OF ABBREVIATIONS	8

Chapter 1. INTRODUCTION..... 9

1.1 CONTEXT AND JUSTIFICATION.....	9
1.2 CDP objective.....	10
1.3 Structure of the work.....	10

Chapter 2. METHODOLOGY..... 12

2.1 Preparatory process	12
2.1.2. Informing and sensitizing local Administrative Authorities.....	12
2.1.3. Informing and sensitizing other parties involved.....	12
2.1.4. Putting in place of an institutional and operational arrangement.....	12
2.1.5. Launching Workshop.....	13
2.2 Data collection and analysis.....	13
2.2.1. Base line and cartographic mapping data collection.....	13
2.2.2. Information collection and treatment.....	14
2.2.3. At the level of Council Urban Space	16
2.2.3. At the Level of the Council Institution (CID).....	17
2.3 Consolidation of data mapping and diagnosis	18
2.4 Planning workshop, resource mobilization and programming	18
2.4.1. Preparation of the planning workshop	18
2.4.2. Planning	19
2.4.3. Mobilisation of resources.....	19
2.4.4. Programming.....	19
2.5 Implementation of participatory monitoring and evaluation mechanism	19

Chapter 3. BRIEF PRESENTATION OF THE COUNCIL AREA 20

3.1 Description of the Council area	20
3.2 Historical profile	22
3.3 Main potentials and resources of the Council	26
3.3.1 Climate.....	26
3.3.2 Soils.....	26
3.3.3 Relief.....	26
3.3.4 Hydrography (main water sources).....	27
3.3.5 Flora and Vegetation (forests, savannas, medicinal plants, etc.).....	27
3.3.6 Fauna.....	27
3.3.7 Protected Areas	28
3.3.8 Mineral resources	28
3.4 Description of potentials of the socio-economic milieu.....	28
3.4.1 Characterisation of the vulnerable populations.....	28
3.4.2 Social Organisations	28
3.4.3 Habitat.....	30
3.4.4 Local development actors	30
3.5 Economic Activities	31

3.5.1 Agriculture	31
3.5.2. Animal (livestock) rearing and Fishery	32
3.5.3 Sylviculture	33
3.5.4 Hunting.....	33
3.5.5 Forest exploitation.....	33
3.5.7 Craftsmanship	34
3.5.8 Commerce	34
3.5.9 Industry	37
3.5.10 Services (bank, transport, etc)/Private sector	37
3.5.11 Transport:	37
3.5.12 Wholesalers:	38
3.5.13 Retail traders:	38
3.5.14 Informal Sector	39
3.6 Coverage of infrastructure and social services by sector	39
3.6.1. Basic Education.....	39
3.6.2. Secondary Education.....	40
3.6.3. Higher Education	40
3.6.4. Health/HIV/AIDS and Sexually Transmitted Diseases	42
3.6.5. Hydraulic.....	44
3.6.6. Electrification.....	46
3.6.7. Road network	48
3.6.8. Markets and storage structures.....	50
3.6.9. Sports and leisure equipments.....	50
3.6.10. Vegetation/Touristic sites	50
3.6.11. Tourism establishments.....	51
3.6.12. Administrative Services	51
3.6.13. Waste management / other nuisances	52
3.6.12. Hygiene and Sanitation	52
3.6.13. Private Services (telecommunications, micro-finance, etc.).....	52
CHAPTER 4. RESULTS OF THE PARTICIPATORY DIAGNOSIS 54	
4.1 Consolidation of Diagnosis information and Needs Identified per sector	54
4.1.1 Basic Education.....	54
4.1.2 Secondary Education.....	60
4.1.3 Health	62
4.1.4 Public Services of the Santa Urban Space	64
4.1.5 Water.....	66
4.2 IDENTIFIED AND ANALYSED RECURRENT PROBLEMS BY SECTOR.....	67
4.3 Table of Priority projects per village in the main sectors	77
CHAPTER 5. STRATEGIC PLANNING 83	
5.1 Visions and objectives of the CDP	83
5.2 Logical framework by sector (Marginalized populations inclusive)	84
5.3 Spatial planning of priority infrastructures	120
5.4 Management of urban space	121
5.5 Land use plan and management of the council space	121
CHAPTER 6. OPERATIONAL PLANNING 126	
6.1 Resource mobilisation.....	126
6.2 Triennial Planning of priority projects (including Marginalised population).....	127
6.3 The annual Investment Plan.....	139

6.3.1 Annual Investment Plan of priority projects.....	139
6.3.2 Operational Plan for Vulnerable Population.....	149
6.4 Socio-environmental management framework of the triennial investment plan	151
6.4.1 Main Potential impacts and Mitigation measures	151
6.4.1.1 Potential Socio- environmental impacts and Mitigation Measures	151
6.4.1.2 Simplified Socio- environmental management plan:.....	157
6.5 Contract Award.....	158
Chapter 7. MONITORING AND EVALUATION	165
7.1 Composition, allocation of Steering Committee of the CDP.....	165
7.2 Indicators for monitoring and evaluation (compared to AIP and sectorial policies).....	165
7.3 Follow up plan, tools and monitoring frequency	165
7.4 Review mechanism of the CDP and preparation of the AIP.....	165
7.5 Information plan and communication on the implementation of the CDP	166
CONCLUSION AND RECOMMENDATIONS	167

LIST OF TABLES

Table 1: Population of Constituent Villages	20
Table 2: Situation of councillors in the Santa Council area.....	22
Table 3: Livestock production in Santa.	32
Table 4: Markets of the Council area.....	34
Table 5: Summary situation of basic education in the Santa Council area for public schools	39
Table 6: Summary situation of basic education in the Santa Council area for Private schools.....	39
Table 7: Summary of the situation of Secondary education in the Santa Council area	40
Table 8: Portable water supply schemes in the Santa council area in 2003.....	44
Table 9: Electricity supply in the Council area.....	46
Table 10: Road Network of the Council area	48
Table11: Tourism establishments in the Council area	51
Table 12: Administrative service and Personnel in Santa Sub Division.....	51
Table 13: Communication network coverage within the Santa Council area.....	53
Table 14: Basic Education Diagnoses and Needs	54
Table 15: Secondary Schools Diagnoses and Needs of the Council area.....	60
Table 16: Characteristics of the Health sector	62
Table 17: Personnel diagnoses and needs in Health Units.....	64
Table 18: Administrative service and Personnel in Santa Sub Division.....	64
Table 19: Administrative infrastructure and equipment needs in Santa Sub Division	65
Table20: Drinking water supply in the Santa council area in 2003	66
Table 21: Recurrent problems and solutions per sector in the Santa Council area.....	67
Table 22: Priority projects per village in sectors	77
Table23: Logical Framework Basic Education.....	84
Table 24: Logical Framework Livestock, Fisheries and Animal Industries	85
Table 25: Logical Framework Agriculture and Rural Development	86
Table 26: Logical Framework Public Works.....	88
Table 27: Logical Framework Culture.....	89
Table 28: Logical Framework Health	90
Table 29: Logical Framework Secondary Education.....	92
Table 30: Logical Framework Forestry and Wildlife	93
Table 31: Logical Framework Labour and Social Security	94
Table 32: Logical Framework Energy	95
Table 33: Logical Framework Higher Education	97
Table 34: Logical Framework Water	98
Table 35: Logical Framework Post & Telecommunication.....	99
Table 36: Logical Framework Employment and Vocational Training.....	100
Table 37: Logical Framework Youth Affairs	101
Table 38: Logical Framework Commerce	102
Table 39: Logical Framework Administration and Decentralisation.....	104
Table 40: Logical Framework Sports and Physical Education	108
Table 41: Logical Framework Social Affairs	109
Table 42: Logical Framework Women Empowerment and the Family.....	110
Table 43: Logical Framework Environment and Protection of Nature	111
Table 44: Logical Framework Housing and Urban Development.....	112
Table 45: Logical Framework State Property and Land Tenure.....	113
Table 46: Logical Framework Industries, Mines & Technological Development	114
Table 47: Logical Framework Scientific Research and Innovation.....	115

Table 48: Logical Framework Small and Medium Sized Enterprises, Social Economy and Handicraft.....	116
Table 49: Logical Framework Tourism	117
Table 50: Logical Framework Transport	118
Table 51: Priority road infrastructures	120
Table 52: Priority electricity extension.....	121
Table 53: Landuse/ Land cover of the Santa Council area	122
Table 54: Matrices’ for Analyzing Land use Zoning: Problems, constraint, strength and potential	124
Table 55: CDP Budget	126
Table 56: the triennial plan of the CDP	127
Table 57: The annual investment plan (AIP) of priority projects	139
Table 58: Operational plan for the Vulnerable population in Santa Council.....	149
Table 59: Socio-environmental impact and mitigation measures in Santa Council	151
Table 60: Socio-environmental Plan envisaged in the Triennial Plan	157
Table 61: Contract Award for Santa	158

LIST OF FIGURES

Figure 1: Location Map of Santa Council.....	21
Figure 2: Markets Of Santa Council	36
Figure 3: Educational Establishments of Santa Council.....	41
Figure 4: Health Units of Santa Council	43
Figure 5: Water schemes in Santa Council	45
Figure 6: Electrification Network in the Santa Council.....	47
Figure 7: Land Use Map of Santa Council	123

LIST OF ABBREVIATIONS

MINEPAT	Ministry of Economy, Planning and Regional Development
PNDP	National Community Driven Development Program
CDP	Council Development Plan
DO	Divisional Officer
SDO	Senior Divisional Officer
LSO	Local Support Organization
CDO	Council Development officer
MINEDUB	Ministry of Basic Education
IBE	Inspectorate of Basic Education
SAILD	Support Service to Grassroots Initiatives of Development
CFC	Council follow up Committee
VFC	Village follow up Committee
MINSEC	Ministry of Secondary Education
GHS	Government High School
GSS	Government Secondary School
MTN	Mobile Telephone Network
NGO	Non Governmental Organization
M&E	Monitoring and evaluation
NTPF	Non timber forest product
MINEFOP	Ministry of Employment and Vocational Training
MINADER	Ministry of Agriculture and Rural Development
SWOT	Strength, Weakness, Opportunity and Threat
MINPROFF	Ministry of Women Empowerment and the Family
MINAS	Ministry of Social Affairs
VDA	Village Development Association
MINTSS	Ministry of Labour and Social Security
MINPMEESA	Ministry of Small and Medium Sized Enterprises, Social Economy and Handicraft
MINFOF	Ministry of Forestry and Wildlife
MINEP	Ministry of Environment and Protection of Nature
MINEPIA	Ministry of Livestock, Fisheries and Animal Husbandry
AES/SONEL	American Energy Society/ Electricity National Corporation
MINDUH	Ministry of Housing and Urban Development
MINPOSTEL	Ministry of Post and Telecommunication
MINSANTE	Ministry of Public Health
MINTP	Ministry of Public Works
MINEE	Ministry of Water and Energy
MINCULT	Ministry of Culture
MINDAF	Ministry of state property and land tenure
ADB	African Development Bank
ACT	Additional Council Taxes
PIB	Public Investment Budget
MINADT	Ministry of Territorial Administration and Decentralisation
MINCOM	Ministry of Communication
MINCOMMERCE	Ministry of Trade
FEICOM	Special Council Support Fund for Mutual Assistance

CHAPTER 1. INTRODUCTION

1.1 CONTEXT AND JUSTIFICATION

Within the framework of the elaboration of the council development plan for Santa, the council through the PNDP is taking responsibilities in the progressive decentralization process and to equip herself with necessary tools needed to achieve an effective participation in the development process. This is to assist in the implementation of the strategy for growth and employment and the current decentralization process where councils are taking a central position and are becoming real actors in the process of socio-economic development. In this regard, various diagnoses and surveys conducted depict a reference situation and the context in which this study was carried out and provides an insight of the study area. Following convention PDC N° 015/MINEPAT/DRNW/PNDP/CRCNW/TU of 22nd February 2011 signed between the Santa Council and the National Community Driven Development Program (PNDP), a local support organization was selected for the elaboration of a Council Development Plan (CDP), taking root from the local development plans from all the villages of the council. It is in this light that the Support Service to Grassroots Initiatives of Development (SAILD) was selected and signed contract N° 001/11/CTB/SC to elaborate the Santa CDP. To this effect, it carried out various participatory diagnoses (Council Institutional diagnosis, urban space diagnosis and Village diagnosis).

The Ministry of Economy, Planning and Regional Development (MINEPAT) elaborated the Cameroon vision 2035 and the Growth and Employment strategy to assist regional and local councils in the decentralisation process. It is through this process that the National community Driven Development Program (PNDP) is put in place to accompany regional and local government in the decentralisation process.

The National community Driven Development Program has as general objective to contribute in improving in a sustainable manner the living conditions of rural masses, most especially the vulnerable (cripple, blind, elderly, dumps and orphans), marginalised (Mbororos) and the very poor (poor ill-health and resource-limited) segments of the populations. Decentralized local institutions (Regions and councils) are obviously at the centre of PNDP's activities that lay more emphasis on the utmost participation of grassroots population, the sector representatives, Administrative authorities and the society at large. The end-users and beneficiaries of their program are therefore councils and their population. The Council development plan (CDP) is elaborated in a participatory manner whereby all stakeholders are fully involved in order to contribute and share their own ideas and experiences for the betterment and development of the council area. This therefore ties with the PNDP's modus operandi which seeks to encourage participation at all levels and erase the top-down approach of development so to enhance collaboration of stakeholders especially in the entire project cycle and sustainable development as a whole.

1.2 CDP objective

The Council development plan (CDP) is a document that provides a clear picture of the council area through various diagnoses conducted which should serve as working and lobbying tool for municipal authorities for mobilisation of resources, potentials and capacities. It therefore presents the desired goal, objectives, actions and the activities that the council wants to realize within a stated period. It is in this connection that the council institutional diagnoses, urban space as well as village diagnoses were conducted.

Elaboration of the Council Development Plan (CDP)

- This took place in a workshop with a well defined cross section of the participants having a good knowledge of the Council area or a mandate to speak and address issues at the village or council level.
- The main purpose of workshops is to consolidate, discuss and validate the information and/ or issues raised in the diagnostic phase and set priorities to be addressed in an inclusive and comprehensive manner
- A logical framework is the main tool that is used to capture the issues such that it presents in a systematic manner.

1.3 Structure of the work

This work is divided into two sections; first the introductory part and the main body work of the report. The introduction consists of the executive summary, the table of content, the list of abbreviations and the list of tables, figures and pictures.

The main body of the report has seven chapters. Chapter one is the introduction of the Council Development Plan (CDP). Here it presents the context and justification for the plan and the objectives to be met. It ends with the presentation of the structure of the work.

Chapter two presents the methodology used to come out with the work. Here, the methodology employed at various stages to come out with the CDP is presented. The methodology used in the baseline data collection and validation, the council urban space diagnosis and analysis, the Council Institutional diagnosis and analysis, the participatory Village diagnosis, consolidation of analysis, planning workshop and programming is described.

Chapter three examines the council area. It gives a presentation of the council with its historical profile. It goes further to analyse the potential of the council in terms of socio-economic importance. It examines the human and natural resources available in the council area.

Chapter four presents the diagnostic results of the council area, the analysis of problems identified in the various sectors and proposed solutions.

Chapter five presents the strategic planning. First there is a presentation of the council vision and objectives of the strategic planning. Next is a logical framework presentation of the various sectors (28 in number). Afterward, there is the spatial planning of the priority infrastructure projects for the

Council area. Finally, presentation of the management of the urban space and the Land use management plan of the council space.

Chapter six presents the operational planning. First there is the presentation of the CDP budget, followed by the annual investment plan of the priority sectors which is established based on the investment budget available for the first year. This is followed by the procurement Plan. And finally, the triennial plan. This chapter concludes with the environmental management summary framework.

Chapter seven is the concluding phase of the CDP. Here allusion is made of the steering committee appointed to follow up the CDP. Next there are indicators for monitoring and evaluating the CDP, the follow up tools and monitoring frequency in the follow up plan and the review mechanism of the CDP. The chapter concludes with an information plan and communication on the implementation of the CDP. This chapter is followed by a series of recommendations and annex items mentioned in the main body of the report.

CHAPTER 2. METHODOLOGY

2.1 Preparatory process

2.1-A) Internal

After the training of trainers' seminar by PNDP, SAILD-Bamenda organised a seminar at her Regional office in Ntarinkon, from the 9th to the 10th of July 2011. This seminar was for restitution to all staff concerned and involved.

2.1. B) GETTING IN CONTACT WITH MUNICIPAL AUTHORITIES.

The team set by SAILD-Bamenda for the Santa CDP arrived at Santa on the 25th of July, 2011. The team proceeded with the work and recruited four local facilitators in view of starting the baseline and sectorial data collection. On the 27th of July the Mayor and the Secretary General had a working session with the team during which the mission of the team was explained. The Mayor then urged the steering committee to be mindful of their job to follow up the activities of the LSO within the Council area.

2.1.2. Informing and sensitizing local Administrative Authorities.

The Senior Divisional Officer (SDO) for Mezam who is the supervisory authority of the council was contacted as well as his subordinates and all local administrative authorities were informed of the program and they all actively participated in the launching ceremony, organised at the Santa municipal council hall on the 29th of July 2011.

2.1.3. Informing and sensitizing other parties involved

Creating awareness in the various administrative authorities in the Council area paved the way and gave the go ahead for local sensitisation as well as the sensitization of sectorials and stakeholders within the Council area. To go about this, the LSO in collaboration with the council authorities drafted invitations, signed by the lord mayor as well as the LSO representative. They were then distributed to the various heads of services, institutions and stakeholders. It was observed that the turn out at the launching was good (118 persons in attendance), signifying that the sensitisation process touched a representative portion of the Council area.

2.1.4. Putting in place of an institutional and operational arrangement.

The Santa council had prepared herself for the CDP prior to the arrival of the LSO team. This was done through a municipal order establishing the Steering committee with Mr Mbuh Samuel Khan, appointed chairman of the said committee and Mr. Teneng Oliver, the CDO being its secretary. The committee is the watchdog and in charge of the supervision of all the activities of the LSO in the field. This committee has six other members, making a total of eight.

2.1.5. Launching Workshop

The launching workshop took place on 29th July 2011 at the Santa Council Hall and was presided at by the Divisional Officer Santa, representative of the SDO for Mezam. The facilitator then presented the Agenda to the audience. After that there was an opening prayer done by one of the participants. The whole assembly then rose up and the National Anthem was sung.

The first address came from the Mayor of Santa. In his speech, he mentioned the following; the signing of the contract with PNDP, the recruitment of a CDO, the recruitment of a Finance Agent, and the appointment of a steering committee on the 6/07/2011. He equally highlighted the point that the CDP process is purely participatory, reason why all stakeholders are present at the launching.

He called on stakeholders to give their optimum support to the LSO and to attend the series of meetings to be organized along the process. He ended the address by remarking that the partnership between PNDP and the council is purely for development.

After this, the SAILD team was presented by the manager of SAILD. Then, the Mayor of Santa presented the steering committee and other dignitaries. The signing of technical specification documents by PNDP, Santa council and the LSO was then made.

Then came the presentation of the CDP process done by the team leader of the LSO for the Santa Council. This presentation had two parts: the objectives of the CDP and the seven stages of the process.

This was then followed by questions and answers from stakeholders. Questions varied and ranged from the process of elaborating the CDP, the role of stakeholders in the process and the end product. To this attention was called to the Mayor of the Santa council, the LSO or the PNDP representative, who at each stage gave precise answers.

The steering committee of six members were presented by the Mayor of the Santa Council. The DO for Santa, representing the SDO for Mezam also presented a speech. Highlight of his address was the naming of all the stakeholders and the official opening of the CDP process. He also outlined the functions of the steering committee before installing them. The launching ceremony ended with family photograph and refreshment for all participants at 1:30pm.

2.2 Data collection and analysis.

2.2.1. Base line and cartographic mapping data collection.

Baseline Data collection went on from the 19th July - 2nd August 2011. A team of 4 consultants was put in place to collect all necessary primary and secondary data that was required for the exercise from sectorial ministries and established authorities. Data were collected from all sectors and decentralised services within the Council area of the Santa Council. The Santa Council area has nine sectors with service heads present in the Council area. This Included the Inspectorate of Basic Education, the Sub Divisional delegation of Agriculture and Rural Development (MINADER), Livestock, Fishery and Animal Industries (MINEPIA), Forestry and Wildlife (MINFOF), the Social Affairs Centre (of MINAS), Sub Delegation of Women Empowerment and the Family

(MINPROFF), the Sub Delegation of Youth Affairs (MINJEUN) and the District Medical Office (for MINSANTE). Data were collected from these services, the council, health units and all schools within the Santa town. Further data were collected at the Divisional Delegation of Public Works (MINTP), Water and Energy (MINEE), Secondary Education (MINSEC), Environment and Protection of Nature (MINEP), Small and Medium Sized Enterprises, Social Economy and Handicraft (MINPMEESA), Post and Telecommunication (MINPOSTEL) and Communication (MINCOM) in Bamenda.

Primary data were collected using structured and semi-structured questionnaires administered to the personnel within the services and to targeted stakeholders. In addition secondary data was collected from documents in the council and the various sectors. The Santa Monographic report undertaken by the Swiss Association for International Cooperation (Helvestas Cameroon) was very instrumental to this work. Other secondary data were collected from the 2005 population and housing census.

For council diagnosis two sub teams were created. One was in charge of data collection on Human resource, Urban and Town planning, Water management hygiene and sanitation and the other in charge of Management of assets, budget and management of relations within and without the council. Both teams came out with very satisfactory information. The various departments of the council visited were;

- General Affairs Service
- Finance and Economic Service
- Technical Service for Planning and Urban Development
- Environmental and Natural Resource Service
- Human resource department (The Secretary General)

The second team equally got data from sectors, civil society organisations and other stakeholders on the nature of relationship with the Santa Council

2.2.2. Information collection and treatment

After data collection, the information was input into various suitable computer programs (notably Excel and Microsoft word for analysis and presentation. They were then printed out and ready for presentation to stakeholders.

The validation of the baseline data was done on the 4th of August at a workshop organised at the Hall of the Santa Council. This workshop brought together the council executive, 11 service heads and representatives (from the District Medical Office, MINADER, MINEPIA, MINFOF, MINAS, MINEP and IBE Santa), the steering committee and other stakeholders from whom data were collected. There was the general presentation of the data, followed by cross examination of various sections. There was great debate over certain sections of the report as regard the constituent villages of the Council area and the population. The session then proceeded with the updating and correction of various sections, with more details coming from the various sectorial heads present.

After deliberation and suggestions, the session recommended that the baseline can be validated following the corrections made to the original work.

2.2.2.1. At the village level

Following the action plan of the entire work for the 10 villages under the Santa council, the LSO was split into three teams; the first team had 5 villages, the second, 4 and the third with 3 villages. However, some bigger villages such as Awing and Pinyin were further split into two and three communities respectively. The sharing out of the villages to the different teams was based mostly on their geographical locations. One village was used for a pilot phase in which all the teams participated in the diagnosis as a means to be practically prepared for the exercise in their respective villages.

2.2.2.2. Preparation in the communities

For sensitization in the villages, three teams were formed by the mayor to go to the different villages. The teams were each headed by the Mayor, the First Deputy Mayor and the Second Deputy Mayor. Each of these teams was accompanied by the representative of SAILD scheduled to do the diagnosis there. The steering committee was also spread out in the teams. Their job was to sensitize the villagers on the objectives of the mission, different activities to be carried out, expected results, holding of village assembly, timeframe, their objective and practical modalities. This step permitted us to identify physical units of planning as defined by PNDP and the council, links between villages and distances, demographic pressure and to eventually propose the necessary readjustment.

2.2.2.3. Identification of problems and potentials per Sector

In order to identify the various problems in the villages, the following tools were employed;

- Village mapping which is a sketch map not drawn to scale by the participants at the workshop. It presents the most important institutions, infrastructures, land use and resources of the community, from where some constraints and potentials of the village can be identified. The maps were drawn on cardboards then consolidated on a clean sheet of paper. Local signs and symbols were used to represent features on the map which also had a key.
- Transect walk which was a walk along a defined path (point A to B) in the village. It presents a cross section view of all what is observed along the path such as; Settlement type, Forest, Stones, Sand etc.
- Venn diagram which is a set of circles that presents the relationship between institutions in the community. It presents the different institutions in the community and the kind of link or interaction that exist between them as well as a picture of the type of institutions that exist in their sizes and collaboration amongst them.
- Semi structured interview (SSI), a set of guided questions designed to facilitate the collection of information in a structural manner. It presents a short list of questions set out in a chronological order to collect information on very specific issues in an objective manner.

- Problem tree which is a method of analysing problems to establish the deep rooted causes and effects. It presents the core problem to be addressed at the centre with the root causes below and effects above.

2.2.2.4. Analysis of problems per sector and the search for solutions.

The problems of the various sectors in the various villages were first of all identified using the above mentioned tools and listed sector wise at a workshop. This was purely through the participation of the various workshop participants who actively took part in the listing of the various problems pertaining to the sector in question. The problems were then analysed using the problem tree analysis method. After analysis, participants were again called upon to propose potentials within the communities and local solutions to their problems listed. It should be noted here that, some of the solutions of the villagers were at their reach, meaning they can easily resolve some of them while some could not be resolved externally.

2.2.2.5. Planning of local problems

At the end of the workshop session, the various problem sectors were then ranked in decreasing order of pertinence using the pair-wise ranking technique, subsequently followed by the planning of the sectors beginning with the most pertinent to the least. This was then incorporated in the various village reports.

2.2.3. At the level of Council Urban Space

2.2.3.1. Identification of problems, constraints and potentials by sector

Data collection went on from the 1st -31st July 2011, alongside data collection for the baseline. A team of 6 surveyors was put in place to collect all necessary data that was required for the exercise. Data were collected from socio-professional groups, the council and the sectors.

Data were collected using structured and semi-structured questionnaires administered to the personnel within the services and to targeted stakeholders. Secondary data were collected from the 2005 population and housing census.

The GPS expert and the LSO team then went round the town for zoning and collection of GPS points.

2.2.3.2. Problem Analysis and validation

The validation of the urban space data was done on the 16th of August 2011 at a workshop organised at the Hall of the Santa Council. This workshop brought together the council executive, service heads, and representatives of socio-professional groups, the steering committee and other stakeholders from whom data were collected. The first part consisted of the facilitator presenting the problem identified in the various sector. He went further to lecture on the problem tree analysis method. After explaining and making this method known to all participants, the participatory workshop proceeded with the breakup of participants into various groups for analysis of problems already identified from the various sectors. There was brainstorming in groups to analyse the problems of the various sectors using the problem tree (core problem, causes and effects) and the

identification of possible solutions to these problems. This was followed by restitution in plenary and adoption of the work sector by sector. After every presentation the session made some recommendations for validation of the urban space diagnosis. Some other recommendations that form part of this report were also for validation of the urban space diagnosis.

This workshop brought together the council executive, 8 service heads and representatives (from the District Medical Office, MINADER, MINEPIA, MINFOF, MINAS, MINEP IBE Santa and the Principal of GBHS Santa) the steering committee and other stakeholders from whom data were collected.

2.2.3. At the Level of the Council Institution (CID)

2.2.3.1. Data collection

Data collection went on from the 1st-17th July 2011 at the Council Hall for the Council Institutional Diagnosis. It started with the creation of Sub teams for collection and analysis of data. Two sub teams were formed: one in charge of collecting data on Human resources and the assets of the council. The other sub team was in charge of collecting data on the budget and the management of relations in the council.

Primary data were collected using structured and semi-structured questionnaires administered to the council personnel and to targeted stakeholders. In addition secondary data was collected from documents in the council notably the Administrative Account and the council budget. Data was also collected on the financial and human resources, management of relations and council patrimony.

2.2.3.2. Analysis of data collected

After data collection, the information was input into various suitable computer programs (notably Excel and Microsoft word for analysis and presentation. The budget of the council and its human resources were first analysed using these programs.

Data from the different sectors was analysed separately. The SWOT analysis method was then employed to assess the strength, weaknesses, opportunities and threats of the council. These analyses allowed for the team to establish the gaps between quantity and typology of the council resources. Information on the management of relationships was also analysed and the main areas and activities needing reinforcement within the council identified.

2.2.3.3. Restitution and validation of collected data

The validation of the baseline data was done on the 4th of August 2011 at a workshop organised at the Hall of the Santa Council. This workshop brought together the council executive, 8 service heads and representatives (from the District Medical Office, MINADER, MINEPIA, MINFOF, MINAS, MINEP, IBE Santa, MINPROFF, MINJEUN, MINEE, CEAC Santa and MINCOM the steering committee and municipal executive. There was the general presentation of the data, followed by cross examination of various sections. There was great debate over certain sections of

the report as regard the constituent villages of the Council area and the population. The session then proceeded with the updating and correction of various sections, with more details coming from the various sectorial heads present. After deliberation and suggestions, the session recommended that the baseline should be validated following the corrections made.

2.3 Consolidation of data mapping and diagnosis

The data was consolidated sector by sector for all the 28 sectors and transversal solutions identified at a workshop organised in the Santa council Hall. The LSO brought together all data collected for the various diagnoses at council level. This was done through the council Institutional diagnosis, the Baseline data collection and the participatory village diagnosis of the villages. At every level project proposal ideas for the municipality were identified. Participants use that occasion to prioritise the problem at council level. A team from Santa Council and the LSO thereafter went to the field to verify the projects identified in the various localities (verification of facts and obtaining additional data that might have been omitted in the course of the exercise). Particular attention during this tour was given to the youths and vulnerable strata of the population. This was equally the opportunity for collection of omitted GPS data for mapping.

GPS data were collected during and after various diagnoses. These are geo-referenced data of key infrastructure (education, health, markets, water, electricity and distribution of resources and land use across the Council area) collected using the GPS receiver equipment. The data were later downloaded and transformed into appropriate computer programs; Map Source, Excel and Arcview for the production of maps.

The restitution was carried out on the 5th November 2011 at the Santa Council hall. It brought together steering committee members, the council executive and village representatives. Participants used that occasion to prioritise the problems at council level through simple ranking. Furthermore the LSO presented identified projects to the sector heads for it to conform to sector norms

2.4 Planning workshop, resource mobilization and programming

2.4.1. Preparation of the planning workshop

During the preparation, the LSO examined all problems and proposed solution at the diagnostic stages. The three teams that carried out the village diagnosis met at LSO office and read all the diagnosis reports. They then identify the various projects identify per given area and per sector. Projects were consolidated at village meetings between the Mayor, youths, the vulnerable and the LSO. The final consolidation was at restitution meeting on 5th November 2011 at the Santa Council hall. Finally the team prepared planning tables and distributed them to sector ministries.

2.4.2. Planning

The planning workshop brought together a restricted number of participants; sectorial head of services, state devolved technical services, municipal services, NGOs, civil society, experts and resource people of local development. This workshop took place at the Santa Council hall on 28th and 29th November 2011. During this planning workshop, the planning tables were presented to stakeholders. During the first day, participant worked on drafted logical framework of the sectors to assess the coherency of the sector strategy and activities. They went further to the costing of activities. Participants used the second day of the workshop in elaborating the triennial plan. This was done through planning table for priority projects earmarked in the first three years.

2.4.3. Mobilisation of resources

The resource mobilisation started with the launching workshop, whereby the LSO requested the council to prepare their various sources of income for project execution. This request was further reminded and emphasised throughout the process of the work. A formal request was presented to the Santa Council on the 28th November for clear indication of content. The resource mobilisation was presented on 30th November at a session of the Steering Committee, the Council Executive and the LSO. This session was facilitated by the Capacity Building Officer at PNDP North West Coordinating Unit. The presence of the Secretary General of the Council and the Municipal Treasurer was very instrumental for the exercise. Various sources of income were identified and their attributes. The sources that were not yet attributed were to be attributed during programming.

2.4.4. Programming

Programming was done through a workshop organised at the Santa Council hall on the 30th November 2011. Prior to this workshop there was planning of projects for the Council area and the presentation of council income sources.

The programming workshop was attended by the Steering committee members, the Council Executive and the LSO. During this workshop criteria were established for selecting projects for the first year or the annual investment plan. Two sectors were given priority based on various ranking in the previous phase. They included Basic Education and Water. Based on these criteria, projects were selected in all 13 Planning units for the annual investment plan.

2.5 Implementation of participatory monitoring and evaluation mechanism

The implementation, monitoring and evaluation mechanism for the Santa CDP was presented by the LSO during the programming workshop. The members adopted that the LSO produce technical follow up sheets to follow up the execution of the CDP. These sheets will specify the content and periodicity to assess the implementation. Furthermore the CDP is to be updated each year as agreed.

CHAPTER 3. BRIEF PRESENTATION OF THE COUNCIL AREA

3.1 Description of the Council area

The Santa Council Area corresponds to the Santa Sub Division, one of the seven administrative units (Sub Divisions) of the Mezam Division in the North West Region of Cameroon. It lies between longitudes 9°58' and 10°18' east of the Greenwich Meridian, and between latitudes 5°42' and 5°53' north of the equator. Santa town, which is its capital, is situated some 20km to the south of Bamenda, the North West Regional capital, and about 60km north of Bafoussam, the Regional Capital of the West Region.

Santa Sub Division is the main Gateway into the North West Region from the rest of the Country. It is located to the Southern part of the region and bounded by the following; Balikumbat and Galim to the East, Batibo and Wabane Sub Divisions to the South West, Bali to West, Bamenda I to the North, Bamenda II to the North West and Babadjou and Mbouda to the South. The surface area is estimated at 533 sq Km.

In 1961, the Ngemba Council was created, comprising of two parts, Upper Ngemba and Lower Ngemba. This council was later split into two in 1964 and named Mankon Urban Town Council and Ngemba Rural Council. The urban town council took care of the urban population while the Ngemba Rural council was in charge of the rural populations of both the upper and lower Ngemba.

In 1968, the Santa Area Council was created to function in lieu and place of Upper Ngemba. Baligham for reasons of proximity was formally detached from Bali Rural Council and attached to Santa Area Council. The name of the council was later changed to Santa Rural Council in accordance with Law No 74-23 of 5th December 1974. The Name was later changed to the Santa Council in accordance with law N° 2004/018 of 22nd July 2004.

Constituent Villages: the Council area is made up of 10 villages which are; Akum, Alatening, Awing, Baba II, Baligham, Mbei, Mbu, Njong, Pinyin and Santa.

Table 1: Population of Constituent Villages

Village	Population
Akum	5731
Alatening	1566
Awing	20013
Baba II	1572
Baligham	6825
Mbu	2535
Njong	2651
Santa	4266
Mbei	4126
Pinyin	24121
Total	73,406

Source: Projected population from 2005 Population and Housing Census and using the Population structure of the North West Region

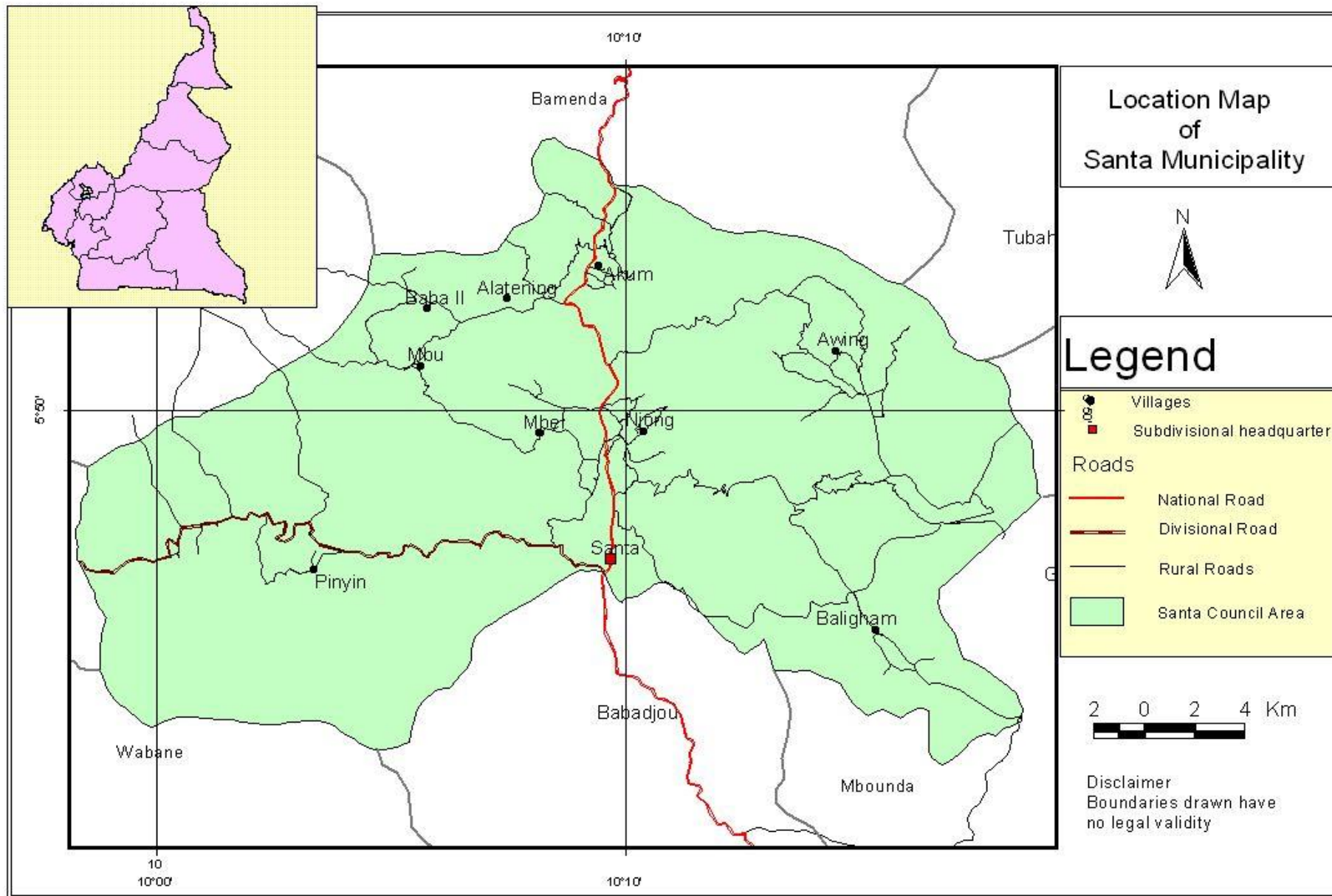


Figure 1: Location Map Of Santa Council

The population is predominantly three clans; Ngembas, Bamilekes, and Chambas. The main indigenous languages spoken by the people are; Widikum, Ngemba, Bamilekes, Hausa (Mbororos & Fulanis), Mubako and Bangwa

There are other minority ethnic groups in the Council area and their languages are used by an important proportion of the population.

Councillors

Table 2: Situation of councillors in the Santa Council area

Total	Men	Women
41	33	8

Source: compile from survey data at Santa Council 2011

30 councillors are from the Social Democratic Front Party (SDF) and 9 are from the Cameroon Peoples' Democratic Movement (CPDM). 2 councillors of the current mandate have died leaving the council with 39 councillors.

The council is headed by an elected Mayor and four deputies who are equally elected by the other councillors. A Secretary General, appointed by the government, assists them on technical matters.

3.2 Historical profile

At the time of its creation, Santa Rural Council comprised nine villages, namely, Akum, Alatening, Awing, Baba II, Baligham, Mbei, Mbu, Njong and Pinyin, all of which with the exception of Baligham, claim a common origin; Widikum.

In the course of time, new developments began to surface, leading to a number of chieftaincy disputes. For example, in Pinyin, which now calls itself "Pinyin Clan", and its leader "Paramount Fon". Menka and Buchi, which used to be quarters, now claim the status of separate villages, with their traditional rulers being called "Fons". In addition, the quarter heads of Mesaw, Meshi and Mentin are now commonly called "Chiefs" but they still pay allegiance to the Fon of Pinyin.

In or near Santa town, there is a colony of people of Mbu (Baforchu) origin, split into two factions but still living together. One faction calls itself "Santa Mbu" and pays allegiance to the Fon of Mbu, claiming that they are living in a quarter in Mbu village. The other faction calls itself "Meforbe" and pays allegiance to the Fon of Meforbe who is settled on the spot.

In like manner, a colony of people from Akum, living together in a part of what today can be called Santa Town, are also split into two factions. One faction calls itself "Santa Akum" and pays allegiance to the Fon of Akum. The other faction calls itself "Santa village" and is being ruled by

“the Fon of Santa”. The government is yet to come out with clear cut decisions to settle the above chieftaincy disputes.

1. Ethnic Groups and inter-ethnic relations

Santa Council area, which covers the same territorial area as Santa Sub Division, is a melting pot of ethnic groups, namely, the Ngembas (Akum, Alatening, Awing, Njong, Pinyin), the Moghamos (Mbei, Mbu, Baba II), the Chambas (Baligham), the Bamilekes and the Mbororos.

The Ngemba people: The Ngembas are believed to be the first settlers in the Santa council area. They are said to have come from Widikum and settled in the area in the early 19th century. The early Ngemba settlers included Pinyin, Awing and Akum. The Akum people wandered in Mundum and later settled Mankon before moving to the present site. The later Ngemba settlers (Alatening and Njong people) are said to be break ups of other larger communities with origin from Widikum.

The Moghamos: The Moghamo people arrived the council area later and were not very comfortable with their neighbours; the Balis. They are believed to be of the same ancestral origin, but due to the difficulties with their neighbours, they wandered in the area for many years before finally settling at their present site as three independent fondoms. Upon arrival they faced hostility from the Bali Nyongha neighbours. A faction left and moved to an area of Balikumbat. Yet cohabitation was not peaceful and this faction again moved to Kombou in the Western Region of Cameroon. It is from Kombou that their leader left and settled in the present Mbei village at about 1920, leaving a son behind. This son equally had difficulties cohabiting with the Bamilekes and later moved back to where they first settled in the Council area and founded the Baba II fondom besides their brothers; the Baforchu.

Due to disputes in the Baforchu fondom, a group left the village and was received by the Mbei community upland in Santa. They were accorded 4 years to stay in Santa before going back to their land. This has however not happened as their land was taken over by the Balis, immediately after they left.

The Chambas: The Bali chamba had left north Cameroon in the mid 18th century due to several factors, the main ones being the famine caused by desertification, but more by the Fulani raids or the Jihads. In their long and eventful migration, the Bali Chamba kingdom had become too large and after the loss of their heroic leader, quarrel over leadership occurred thereby leading to the break-up of the great kingdom into small factions. One by one, faction after faction left, each going her own way until the legitimate successor, Galaga was left only with a handful of his followers. These he named Nepgayidbi or people of the palace.

They travelled across the Bamileke country to a place called Goksela near Bagam from where the name Nepgayidbi became Bali-Bagam and later Baligham. Again they moved from Goksela down to a more peaceful vicinity near Bambuliwe (present day Awing). Here, they met the other faction of the Bali chamba – Bali-Gashu which had migrated by another way. The relationship between the two was so friendly that both chiefdoms used only one courtyard for their cultural manifestation. After a brief stay together, the two chiefdoms once more separated due to a swift attack by yet another Chamba entity, Balikumbat. After this raid, Baligham and Bali-Gashu moved each in her own direction.

An attempt was made to reunite with their brothers, the Bali Nyonga. However they stopped on the way and lamented over their past glory. They lamented that ‘Santa’a’ meaning “time is past”. It is from this that the name Santa emerged. They returned through Bambuliwe to Goksela which they had earlier abandoned. Due to unhealthy cohabitation with the Bamileke neighbours, they migrated through Bamunkumbit and Bamenyam to a place called Yeke on the edge of the Bamenda grass fields. The settlement was moved from Yeke to the present site after the country was divided between the English and French following the defeat of the Germans in the First World War. The Balighams’ opted to be in the English speaking section.

Other settlers:

Other settlers in the municipal area include the Bamilekes, Bangwas and Fulanis. The Fulanis are a marginalised community living mainly in hilly and mountainous parts of the Council area, rearing cattle. Little is known of their migration pattern, but it is believed they settled in the area as early as the 19th century from West Africa with their cattle. They are living a wandering life style and have never got time to organise themselves into a community; the reason for which they were marginalised for several years. It is only in the recent past that they have started organising themselves into communities.

The Bamilekes started migrating into the area in the early 20th century, due to population pressure in the Western Region and the search for new farmlands. They came as individuals and were not organised into a community. Over the years their number became important and this was accentuated by civil unrest in French Cameroon prior to Independence (Maquisad war in the 1950s). They have integrated the mainstream communities.

The Bamock community came from the Lebialem Division in 1963 and settled in Njong Village, probably due to disputes with the other faction that stayed behind. They have been living there with their leader.

CONFLICTS

Inter clan conflicts: Minimal inter-clan conflicts reported

Inter village conflicts:

Since the settlement of the population in this area, inter-village conflicts have been experienced. These conflicts have led to loss of property and lives. The conflicts generally develop from one of the following reasons; boundary disputes, chieftaincy problems and internally from farmers/grazer disputes. Those which are still fresh in the memories of the inhabitants of the area include:

- Akum – Njong
- Akum – Alatening
- Awing – Njong
- Awing – Baligham

2. Religion

There are three main types of religious practices in the communities: Christian, Islam and traditional religion. Christianity and Islam were introduced to the people after their settlement in the area. The importance of each religion in the area seems to be related to how early it was introduced to the people.

Christianity is the largest religious body introduced from foreign culture. It is practised in all communities and the people have adopted various denominations. It has equally contributed to the development trend in the various communities like opening of schools and hospitals.

Islam is significantly practiced in the Fulani settlements.

Traditional religion with ancestral worship is very common in all the villages of the Council area. The country Sunday is one of the eight days of the traditional weeks, which is set aside by each village for the performance of the traditional rites and ancestral worship. This is usually the day the previous Fon died or one of the days as agreed upon if successive Fons have died before. In some cases annual sacrifices are offered to ancestors, usually by mandated sacred societies, to request their blessings in soil fertility, abundant rain, high crop yields among others. The ‘country’ Sunday also serves as days of rest for villagers who are tempted to work throughout. However, in some villages they tend to observe two days, which is taking up more productive time.

3. Population mobility

The rate of emigration in Santa Council area is considered to be quite high, especially from the hinterlands. Hindered by the lack of roads and a difficult terrain, many of its people move especially

to the Bamenda, the Region capital in search of job opportunities. Many non-indigenous sons and daughters live in the Santa town and constitute quite an important part of the business population

3.3 Main potentials and resources of the Council

3.3.1 Climate

The Santa Council area shows great ecological variations and consequently climate variations. This greatly influenced settlement patterns and agricultural activities. The type of climate found here is the Guinea climate. The climate is marked by two distinct seasons; the dry and rainy seasons. The rainy season usually begins around March to mid October. The rainfall ranges between 2000 to 3000mm per annum. The dry season is usually from October to February. The nights are very cold while the days are very hot. The annual average temperature at Santa Agricultural Post (SAP) hardly exceeds 19⁰C. Strong winds and heavy clouds cover characterize the area. Heavy clouds usually descend from the hills and during such occurrence visibility is very poor.

Its average temperature is the lowest and has the widest variation in Mezam Division. There is abundant rainfall and the cold climate facilitates market gardening in this area.

3.3.2 Soils

Three main soil types characterize the area: Penevoluted ferralitic soils are found mostly in the lowly-lying areas especially in Baligham, Santa and Ndzong. In the highland areas of Akum, Baba, Mbu and Awing, modified orthic soils dominate. While Aliatic and penevoluted ferralitic red soils dominate within the Mbei and Pinyin area. Given the hilly nature of the area most of the soils on the mountain slopes have been washed down to the valleys forming a rich zone of fertile soils. The ferralitic soils are used for the making of sun-dried bricks. Crops like Irish potatoes; cabbage, carrots and spices are grown in the rich valley soils. However, eucalyptus trees are planted in some of the areas, which have heavily leached soils.

3.3.3 Relief

The Santa Council Area shows a wide variety in its relief, with altitudes ranging from 1300m above sea level in Baligham and Awing to about 2600m above sea level at the boundary with Wabane Sub Division. Mt. Lefo (2300m) in Awing is Second highest mountain in the region after Mt Oku. Characteristic features include many hills with gentle to steep slopes. Most of the high altitude parts of the area lie on the highland mountain chain of the North West and West Regions of Cameroon.

3.3.4 Hydrography (main water sources)

Rivers: Several rivers; streams and springs characterize the area. Most of which are temporary. They flow during the rainy season and dry off during the dry season. Some of the main rivers include; Mifi, Matazen, Mbunfon, Saptsi, Melung, Custom, Makemtikong, Achailam, Nephew, Milieus, Njom, Mewungne to name a few. Water from some of these streams is used for irrigating farmlands (market gardening). The streams are also used as demarcation of boundaries for some of the chiefdoms.

Waterfalls: Beautiful waterfalls are found on some of the mountain slopes especially during rainy season. There is a watershed at Mile 11

Lake: A major crater lake, Lake Awing is one of the beautiful attractions of this area. Effects of lake Awing are seen in the zone around the Alatening road junction, covering the hills in the neighbourhood that is usually very foggy. Inhabitants of the area say this is due to the influence of Lake Awing.

3.3.5 Flora and Vegetation (forests, savannas, medicinal plants, etc.)

Situated in the Sudan Savanna Zone, the area is endowed with different types of vegetation.

- A sub montane forest, which has been greatly degraded
- A motane forest
- Domesticated sub montane landscape.

The landscape is mainly grass with fringes of forest along the gentle slopes and narrow valleys. Fulani's occupy the grassland areas of the mountain slopes for grazing. Extensive grass cover can be found on the Azope and Mafoumusong hills in carpet-like shape, which gives a touch of beauty to the landscape. However, the vegetation types have greatly degenerated over the years. This has been as a result of constant bush fires set by hunters and grazers and sometimes accidentally by farmers who practice slash and burn. Some of the forest is being exploited for timber and clearing to extend farming land. The area is also very rich in planted eucalyptus vegetation most of which, in the lowland areas, has been cleared to make room for the cultivation of cash crops notably cabbage, Irish potatoes, carrots and spices.

3.3.6 Fauna

There is a significant encroachment, by especially farmers and hunters, into the natural forest lands within the Council area that has led to a resultant, reduction in the number as well as the species of forest animals. The main fauna here include; cane-rats (grass cutters), rabbits, gorillas, rat moles and

some few monkeys. Also, the population around the forest actively carryout hunting which also contributes to the reduction in the number of species in the forests.

3.3.7 Protected Areas

Eucalyptus forest, which are man-made are also very common in the area. Remnants of the once flourishing Bafut-Ngamba Forest extended to parts of the Santa sub division. The other forest reserve is the Bali-Ngamba Forest that extends into Pinyin.

3.3.8 Mineral resources

Mineral resources are limited to sand, stones and laterite quarries. Sand is gotten from Baligham and Akum. Stone quarries are dotted in the entire Council area. The products are either use for house or road construction. The construction and tarring of the Bamenda- Bafoussam highway used some material from mile 10 Akum. Another prominent stone quarry is found in Haussa quarter in Santa, BabaII and Pinyin.

3.4 Description of potentials of the socio-economic milieu

3.4.1 Characterisation of the vulnerable populations

The less population in the Council Area are the Mborroros who find themselves scattered within the council area, about 5890 (7 % of the total population of the Council area) of them. Women and youths constitute the majority categories. However, the number of children attending school is increasing and their relations with neighbouring indigenes seems cordial. Women are generally marginalised in the community and take lesser initiative towards development. Other vulnerable and marginalised groups include:

- Registered handicapped persons (children and elderly). Some are living in the villages and can only be identified by villagers as revealed in the village forms.
- A significant population of old people.
- Many girls drop out from schools as early mothers. This second category can be estimated to be more than 600.

3.4.2 Social Organisations

The social organization, culture and dynamics of the people of the area is reflected in the interactions that the people have had living together and migrate almost in the same direction except for Baligham, which came from a different direction.

This has gone on to the extent that no distinction is evident in the way the people behave and to which ethnic group they belong. Many similarities can however be observed, resulting from the long co-habitation of these groups in the Council area

Types of Traditional institutions

The village hierarchy and the traditional institutions are respected in the various villages. However, where there are conflicts, it becomes tricky although each group pays allegiance to its own leader.

The most organized traditional institution found in all the villages of the area is the village or traditional council. Each village council sits once in the eight-day traditional week to discuss issues concerning the village. The main functions of the traditional council include

- The maintenance of peace within the village
- The organization of community development works
- The resolution of conflicts between villagers
- The circulation of important information within the village through the town crier.

Although it can be said that the role of the traditional council and village development association should be complementary, there seem to be some undisclosed rivalry caused by various tendencies. However, as at now community development work is not disturbed

- Women in particular function traditionally through the Takumbeng group, which admits only women of a certain age into it
- Another arm of the women's administration concerns the 'Queen' traditionally called 'Mafor'. This position is also very symbolic
- The traditional council is mainly made up of men. That is why the women have their own forum for meeting which is the Takumbeng

In most cases the Fon rules over the traditional council although their roles remain complementary.

In the Council area, the family is almost always headed by men, about 40% of whom are polygamists. Next of kin is commonly included in the wills of aged family heads. However, in cases where no wills are made the village head in collaboration with the traditional council usually intervenes to avoid conflicts between the deceased's family members. In general, female children do not inherit their father's property, because she will eventually go for marriage and is expected to live on the property of the husband.

The traditional hierarchy is well understood in the Council area, although there is a small mixture of cultures presently going on. Other classes include the rich, local elites and business people, some

titleholders and those with high political recognition. Most often some people assert themselves in the community by making substantial contributions to development efforts of their villages.

Women have their own traditional titles which they acquire either in relation to royalty or through gaining educational or political powers e.g. as councillor or teachers or as presidents of district political parties or church group presidents

Class plays a big role in development initiatives. Most people take part in decision making and their participation shows a considerable level of democracy, which is practiced in the Council area. Projects are chosen to suit the needs of the majority in most cases.

3.4.3 Habitat

The people of this sub division have basically two types of settlement patterns. The first of these is the nucleated settlement pattern. This pattern of settlement could be linked to its commercial history of the thirties and the forties when settlement was concentrated around areas for marketing of produce. This settlement pattern is common around market areas. The hilly nature of the land is also partly responsible

The second type of settlement is linear i.e. along the public highway linking Santa and Bamenda,

Housing system

In Santa area housing is made up of the typical mud blocks and grass rooftops or corrugated iron sheets. The traditional housing patterns of the area have been greatly modified over the years. Thatched houses that were formally popular are no longer common in the communities, giving rise to modern and durable house construction pattern. Thus the traditional mud brick house characteristic of grassland people is common in all the villages. The small difference lies with the Fulani's who have their traditional round huts, which are also now getting gradually replaced.

The housing situation cannot be considered to be good in the Santa Council area. Whether homes are polygamous or not, the number of household occupants usually supersedes the accommodation in general. Kitchens are sometimes located within the house and this causes serious ventilation problems.

3.4.4 Local development actors

3.4.4.1 Public services implanted within the council

There are 12 administrative services that are coordinated by the Divisional Officer with the personnel in the various services.

3.4.4.2 Collective projects

The population of the Council area, most especially at the level of the villages collaborate massively in realising development projects within their village jurisdiction. The villagers come together under the name of their development association in order to realize these projects. The main objective of a majority of these projects is to enhance the development of their various villages. Main domains include; social infrastructural constructions, water supply projects, and road maintenance projects. In these projects, committees are put in place to ensure the management and the proper functioning of the various activities highlighted.

With respect to income generating projects, they are minimal and centred mostly around the urban space with domains being the exploitation of the resources from the hinterlands such as quarry exploitation.

3.4.4.3 Civil Society (NGO, associations, CIG)

NGOs and Consultants

They are very remarkable in the Council area. They work in collaboration with municipal authorities and are contributing to the growth of the Council area. The most remarkable include Heifer International Cameroon, SAILD, Sophea Heritage Foundation, COMINSUD and Mount Zion Foundation.

Existence of a council development plan developed in September 2010 by the Volunteer Service Oversea (VSO). Other partners intervening in the Council: GP-DERUDEP, PNDP and FEICOM.

3.5 *Economic Activities*

3.5.1 *Agriculture*

About 80% of the people of the Santa Council area currently depend on agriculture for living. Generally, the variation of soil types together with the climatic peculiarities favour the cultivation of a large variety of crops, ranging from tubers and cereals like Cassava and Maize to garden crops like cabbage, Carrot. It is worth noting that Santa sub division is the single highest producer of Carrot in the North West Region. Soil is gradually losing fertility due to over-exploitation and the use of poor techniques of cultivation.

The common crops grown include Carrot, Cabbage, Maize, Beans, Cassava (mostly transformed into garri), Irish potatoes, green beans, Solanum potatoes, aroids, yams and a host of other garden crops. A bit of coffee is still grown by the people as a cash crop. Solanum potatoes and beans are fast becoming important economic crops in the area, but storage remains the major hindrance to the

expansion of this activity to real commercial scale. Storage methods and infrastructure are still traditional and inefficient. This leads to the farmer's inability to do reasonable planning in his efforts to market his produce. Various agricultural production systems are employed including fallowing, mixed cropping, mono cropping, continuous cropping and plantation farming. There is an agro-industrial firm in the Council area called the Santa Coffee Estate. The coffee factory closed down following the coffee crises.

3.5.2. Animal (livestock) rearing and Fishery

Livestock rearing is also a major economic activity in the area. Main species include cattle, horses, goats, Sheep and fowls. Cattle rearing are the main market-oriented speculation in this domain. It is mostly carried out by the Mbororos who have settled in the area. Transhumance is practised during the dry season.

Cattle rearing is the most organized animal production activity in the area. Most cattle owners are the Mbororos who live in the grazing areas with their cattle and move to the marshes in the dry season in search of fresh grass. Grazers on transhumance in the area who move down to the Balikumbat Sub Division are mainly from Santa Sub division. Most households however carry out small livestock rearing, which constitute an important source of supplement to income from agriculture. The Sub Delegation of Livestock, Fisheries and Animal Industries is organised into 5 Zoo-technical and Veterinary centres. Production in the 5 centres is Presented thus in table below:

Table 3: Livestock production in Santa.

Zootechnical & Veterinary Centres	Bovine		Ovine	Caprine	Porcine	Equine	Avian	Canine	Assine	Rabbits	Pigeon	Quail
	Beef	Dairy										
Awing	2250	0	759	1650	618	98	5625	974	0	22	0	0
Akum	1250	67	620	217	724	54	7018	645	1	49	34	0
Baligham	615	0	98	68	85	25	2450	1250	0	18	0	0
Pinyin	2340	0	350	127	485	70	3350	453	0	34	0	0
Santa	2500	202	525	459	618	88	6840	1250	2	64	265	243
TOTAL	8955	269	2352	2521	2530	335	25283	4572	3	187	299	243

Source: 2011 MINEPIA Santa

These figures are only indicative because there are difficulties in having real statistics. Most livestock breeders keep information away from government official in order to reduce their due taxes.

In Santa sub-division there are 5 fish ponds: 3 in Akum and 2 in Mbei. Some villages like Pinyin, Baligham which has very good potentials but the people are not interested. This is because there are

not enough specialists to educate them on how to go about it. The main species of fish found in these ponds are tilapia, catfish, and Claries.

Santa villages have also got good potentials to carry out apiculture like Pinyin, Njong, Awing and Mbei but the farmers are not interested because there is no encouragement since there are no technicians to direct them. Notwithstanding, there is a high demand for honey in this area.

There are basically 2 cattle markets here one is found in Akum and another one is found in Pinyin. There are also 4 small livestock markets in Awing, Pinyin, Baligham and Santa.

Talking of the available equipments, there is one dip in Santa, five vaccination crutches and two drinking troughs in Akum. The main problems however facing livestock sector are diseases which attack animals such as rabies there is also the problem of theft as some animals are being stolen by the local population. Another major problem faced by the livestock sector in this area are the management techniques that is; they faced problems housing and feeding the animals.

3.5.3 Sylviculture

Forest occupies an important area of the Council area. Of recent most of the forest land has been destroyed for farming, grazing and settlement. Patches of natural forest are found today in Baba II, Mbei, Awing Bali-Ngamba forest and most catchment areas. There has been indiscriminate planting of eucalyptus on available land and even around water catchments, leading to environmental degradation in general and shortage of usable water in particular. This can be observed in the Bafut-Ngamba forest Reserve, Pinyin and greatly spread in the entire Council area.

3.5.4 Hunting

Limited hunting is carried out in the Council area. This is due to the fact that most of the protected areas have been over exploited and the forest cover drastically reduced and destroying the habitat for most of the wildlife. No site or forest can today be used for hunting. However artisanal hunting is still widely practised, where Rodents (Cane rats, rabbits and other smaller wildlife) and monkey, still available in these forests are hunted.

3.5.5 Forest exploitation

Forest exploitation is mainly through the exploitation of the eucalyptus plantation. Eucalyptus plantations are present in the entire Council area. They are exploited for local use and also for commercial transactions. A greater majority is commercialised in the main market in Bamenda and elsewhere in the Western region of Cameroon after primary processing.

Collection of products from the forest is more or less regulated in the community. It is the customary right of community members to benefit from their natural resources, provided they don't

pose threat to the existence of any forest resource. Products collected include vegetables, honey and of late the barks of *Prunus africana* (pygeum). The latter has been illegally collected from the forest and its bark threatened. Pygeum had almost been extinct from forest in Santa in the 1970s. It is only with recent development in the early 2000s with conservation groups that regeneration started. As of date no exploitation is being undertaken. Prunus is found in the Baba II and Mbei community forests, as well as with individuals who have equally planted them.

3.5.7 Craftsmanship

The people are involved in some small craftwork. This concerns woodwork for masks, statures and some kitchen equipment like mortar for the preparation of the traditional food known as ‘Achu’.

Common craft works, mostly done by men of the area include bamboo chairs, carvings, traditional gowns and antiques characteristic of most grassland cultures. Craft works by women are mainly bamboo and elephant stalk baskets. The International museum at Akum has a collection of artefacts from the colonial times to date

3.5.8 Commerce

Markets generate a lot of revenue to councils from the sale of tickets to traders. There are seven main markets in the area; Santa, Ndapang, Awing, Baligham, Akum, Matazem, Mile 12. In most of the markets stalls are huts constructed with local materials.

Table 4: Markets of the Council area

Market	Solid Sheds	Temporal Sheds	Food Stands	Stands for second hand items	Meat sales	Travel agencies	Average monthly income (FCFA)		Remarks
							Expected	Actual	
Santa	135	100	50	50	3	-	1.333.333	1.159.030	A general transport park is available
Ndapang	-	20	40	50	-	-	510.417	306.142	Permanent sheds are being constructed
Awing	30	20	30	30	1	-	375.000	217.467	Corn and the Awing black beans are in high supply immediately after harvest
Baligham	-	20	20	20	1	-	333.333	169.167	Cassava transformed products are in high supply
Akum	-	-	10	-	-	-	50.000	23.533	2 meat sale slab available but not in the market
Menka	-	-	-	-	-	-	125.000	174.783	Encouraging with market gardening crops
Matazem park & mrk	20	-	-	-	1	-	166.667	122.800	Operate on daily basis and is remarkable for exporting to the entire country and the Central African Sub Region
Buchi	-	-	-	-	-	-	41.667	125.483	Newly created &

									encouraging
Mile 10 Cattle market	0	5	-	-	-	-	0	0	The market has become non functional due to misunderstanding between Rearers & the council
Mile 12	20	-			1		500.000	349.367	Operate on daily basis and is remarkable for exporting to the entire country and the Central African Sub Region
TOTALS									

Source: 2011 Santa Council

The main commodities sold in these markets are locally produced foodstuffs, the most important of which are potatoes, beans, maize, garri, okra and plantains. Garden crops like tomatoes, hot pepper and assorted vegetables are becoming increasingly available to buyers on market days. Buyers are essentially intermediaries from semi-urban centers all across the country and beyond. The quantities available and consequently the prices of these foodstuffs fluctuate very significantly with the seasons. During harvest the markets are generally flooded with food crops. Prices fall considerably. The situation is usually accentuated by the poor state of the road, which scares many buyers and renders evacuation of produce difficult.

Other commodities offered in the markets include basic household needs, clothing and farm tools. Chiefly petty traders of the Council area and from neighbouring towns sell these items. Many restaurants and liquor sellers also occupy stalls in the market with their products. The most common drinks sold are raffia wine and beer. Domestic animals like pigs and goats are sold in these markets. Fish mostly from exporting industries in Douala are retailed in the sub division either from Bamenda or Bafoussam. There are few fishponds around as well

The local petty traders are owners of small provision stores operated on daily basis. Wholesalers from the surrounding main town of Bamenda, Mbouda and Bafoussam supply these stores.

The main cash crops of the area are sold through established networks (the produce marketing cooperative societies for coffee).

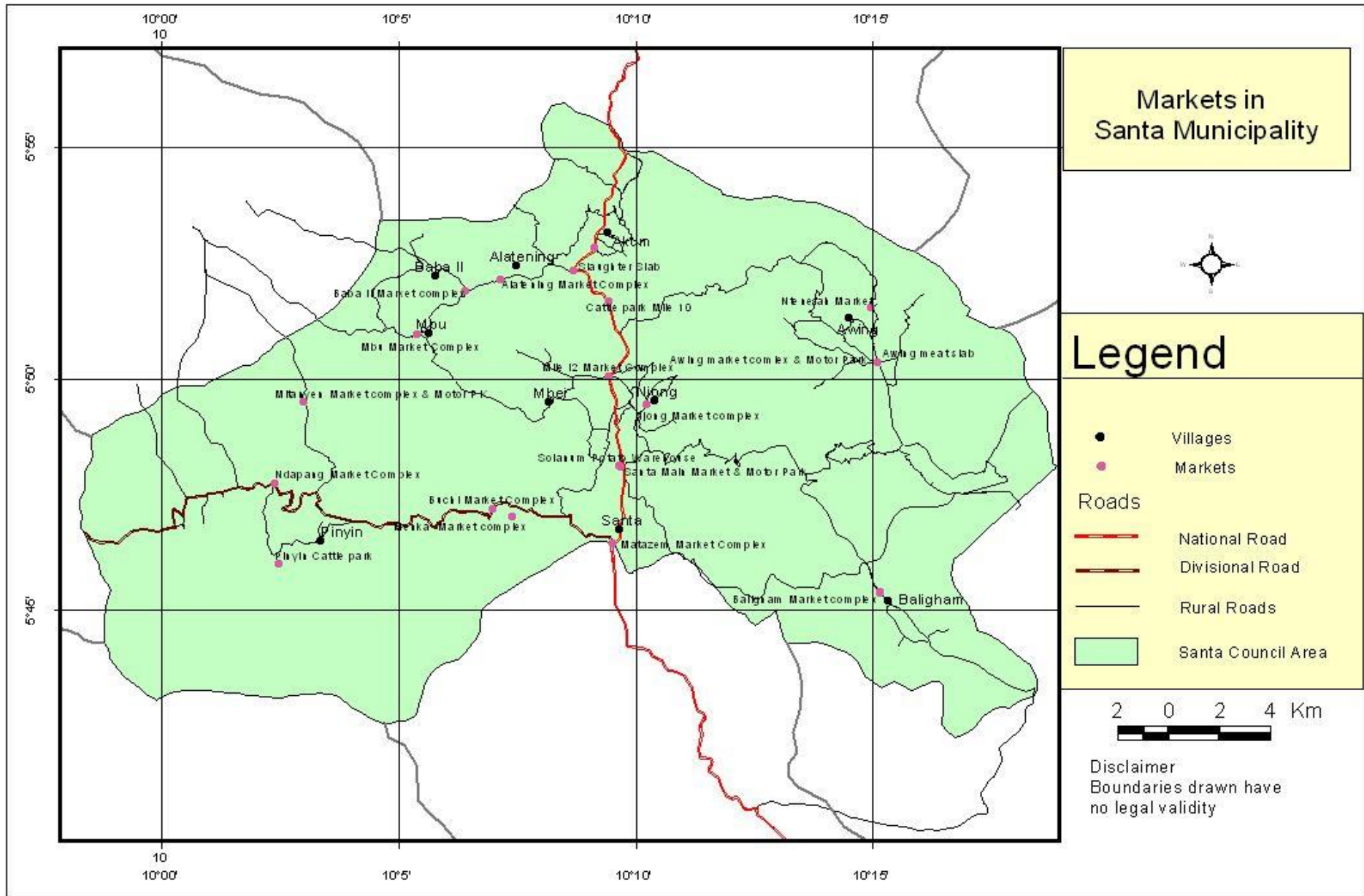


Figure 2: Markets Of Santa Council Area

3.5.9 Industry

The sector is characterised by numerous sand pits and stone quarries dotted in the Council area. Most prominent sand pits are found in Baligham and Akum. Important quarries are found in Mile 10 Akum and Haussa Quarter in Santa. In these places there is continuous exploitation and transformation of stones for construction and road works.

There is one milk factory in Santa for transformation of dairy product. Little information is available for the functioning of this factory, but it has employed many workers for its daily operation. There was also an industry named ZAKI ZAKI which closed down. Its activities were centered around the production of poultry and animal feed. Work is underway to re-launch it under PACA (programme d'amélioration de la compétitivité Agricole) support.

Technological development is quite advanced in the Council area and the inhabitants use great ingenuity to meet their daily needs. This is typically the case with the sprinkling system developed in the Council area for irrigating farmlands during the offseason. This technology is developed based on the landscape which allows for the water to flow with force under gravity and rotate the outflow pipes in a circular manner.

3.5.10 Services (bank, transport, etc)/Private sector

The inhabitants of Santa Council area attach so much interest and trust in *njangis*, which are essentially micro-finance institutions at the village level.

Njangis provide some essential services. They accept cash deposits and they give loans to members. Unfortunately, people have become rather obsessed with *njangis* to the level that the *njangis* play a negative function. The first is that lending rates are high in the long run compared to cooperative credit unions. Also, many of the *njangis* are created without real and meaningful objectives. Most of them are just social gatherings. Entry is easy and some people are members of many groups. Such people generally do not have cash reserves to pay school fees, buy school needs for their children, pay for proper health services or acquire household needs, including food.

3.5.11 Transport:

The road network within the Council area is such that all the villages are at least connected to the council capital and to neighboring villages even though in most of the cases, these roads are very bad, (such is the case with Baligham), making the transportation of goods very difficult. Footpaths are also very predominant and trekking is the order of the day with most of the villagers involved in head-load transportation of goods.

The road between Santa and Bamenda is tarred and there are therefore many transport vehicles plying the road including taxis. In fact, majority of the passengers that travel between Santa and Bamenda do so using taxis.

The rate of movement of people and goods between Santa and Bamenda is high. Bamenda is a main market for the varieties of food stuffs coming from Santa. Most inhabitants of Bamenda are familiar with Carrot and Cabbage from Santa. Even so, most consumers in Bamenda think that food prices are high probably due mainly to the high cost of production and the absence of subsidies to these farmers.

3.5.12 Wholesalers:

Traders in the Santa Council area include the wholesale and retail traders, who buy at market price and sell at a higher price thus making a profit. A number of suppliers leave Bamenda to supply stores in Santa directly. There are also a handful of wholesalers in Santa Town who purchase manufactured materials and products in bulk from Bamenda and distribute the products to retailers within the sub division. However, many small retail traders also buy directly from Bamenda since distance isn't much of a problem.

3.5.13 Retail traders:

Santa has about 5500 retail traders. The major categories of commercial activities are presented below;

- Agricultural products sold: Maize, Beans, Irish Potatoes, Carrot, Spices, Coffee, Plantains and Yams
- Livestock animals include: Cattle, sheep, goats and pigs
- Trading and vocational institutions: fashion designing, Wholesales, Provision stores, Restaurants, Sales of clothes and general foodstuffs.

Licensed agents: coffee is bought and transported to exporters out of the Council area by licensed agents or their representatives.

Co-operative Society: There exist 5 co-operatives for coffee Arabica cooperative. Members bring their coffee to the cooperative waiting for high prices to sell the coffee. After the coffee must have been sold, the money is distributed to the farmers after reducing some charges to keep the cooperative running. However, all these institutions are not functional for the time being.

3.5.14 Informal Sector

This sector is vast and contributes to the economy of the Council area. Youths, adults, post primary school leavers and dropouts from schools who cannot continue their education, dominate this sector. Their activities include loading and offloading in motor parks, sand quarrying, stone digging for construction works and mud brick production.

3.6 Coverage of infrastructure and social services by sector

3.6.1. Basic Education

Education in the Santa Council area includes basic (nursery, primary), secondary and higher institutions

Generally the schools in the Council area are confronted with numerous problems. These include insufficient staff, inadequate structures, insufficient benches and poor environmental conditions like the absence of water, electricity and inadequate didactic materials. The situation of Basic Education in the Santa Council area is summarized in table 5 below.

Table 5: Summary situation of basic education in the Santa Council area for public schools.

primary schools	Teachers	No of Pupils	Boys	Girls	Classrooms Available	Needed	Desk Available	Needed
45	158	10492	5450	5042	287	126	3922	2100
Nursery schools	Teachers	No of Pupils	Boys	Girls	Classrooms Available	Needed	Desk Available	Needed
4	8	218	112	106	7	7	211	35

Source: 2011 Inspectorate of Basic education Santa

The pupil to teacher ratio is 67:1 and the requirement for teachers is 78 for primary schools. At moment this is supplemented by 9 volunteers supported by the Santa Council and 11 PTA teachers.

The pupil to teacher ratio is 32:1 and the requirement for teachers is 4 for nursery schools.

The Situation in the private sector is presented as follows; Table 6 below presents the needs with regards to teachers, classrooms and benches in schools.

Table 6: Summary situation of basic education in the Santa Council area for Private schools.

primary schools	No of School	No Teachers	No Boys	No Girls	Total	Classrooms Available	Needed	Desk Available	Needed
Catholics	8	42	709	650	1359	285	137	3922	
Presbyterians	10	47	827	776	1603	50	8	588	236
Baptist	5	22	441	399	840	68	23	723	265
Lay Private	11	61	743	801	1544	29	11	392	35
Unauthorised	16	62	728	732	1460	54	25	1022	15
Total	49	171			5250	77	5	617	36

Nursery schools	No of School	No Teachers	No Boys	No Girls	Total	Classrooms Available	Needed	Desk Available	Needed
Lay Private	8	11	196	193	389	15	7	339	105
Unauthorised	10	21	139	152	291	19	2	196	107

Source: 2011 Inspectorate of Basic education Santa

3.6.2. Secondary Education

The following secondary schools are found in the Council area

Table 7: Summary of the situation of Secondary education in the Santa Council area.

No of School	Boys	Girls	Total	Civil Servants	PTA/Contract teacher	Teachers needed	Classroom available	Needed	Desk	Needed
	5023	5287	10310	389	271	119	128	101	4907	1400

3.6.3. Higher Education

There exist the Community Development Specialisation School as the only institution of higher learning in Santa. Despite the fact that the indigenes express anxiety, in hosting other institutions, such opportunities are hard to come by. This is the case in regard to hosting some institutions of the newly created University of Bamenda. Many youths therefore move elsewhere in the country and beyond for higher education. Statistics are difficult to establish, but many youths from the council area are pursuing higher education.

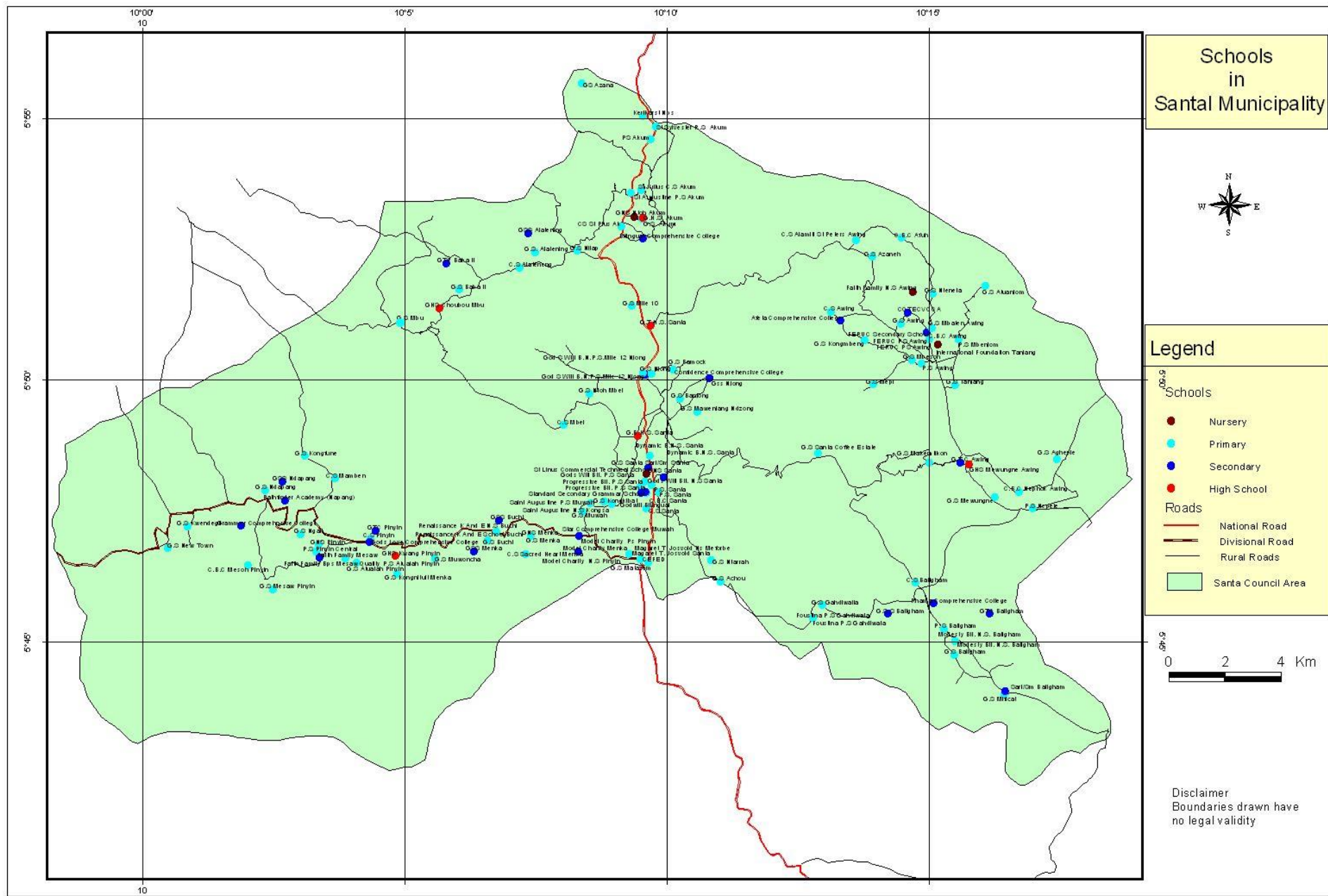


Figure 3: Educational Establishments of Santa Council Area

3.6.4. Health/HIV/AIDS and Sexually Transmitted Diseases

The health sector is characterised by 1 District Area, 9 Health Areas and 18 Health units. Health personnel are largely insufficient for the Council area. There are only 4 medical Doctors and 39 nurses. The requirement personnel are 34 nurses, 4 Lab technicians and 2 reproductive health nurses.

HIV/AIDS remains a major public health and social problem in the Council area. The prevalence rate is about 11% from hospital sources. These figures are however bias as only a few groups of people are doing the test. It is again argued that most of those tested positive are those who contracted the virus elsewhere and only return to the Council area after falling ill. Malaria remains an endemic disease to the Council area.

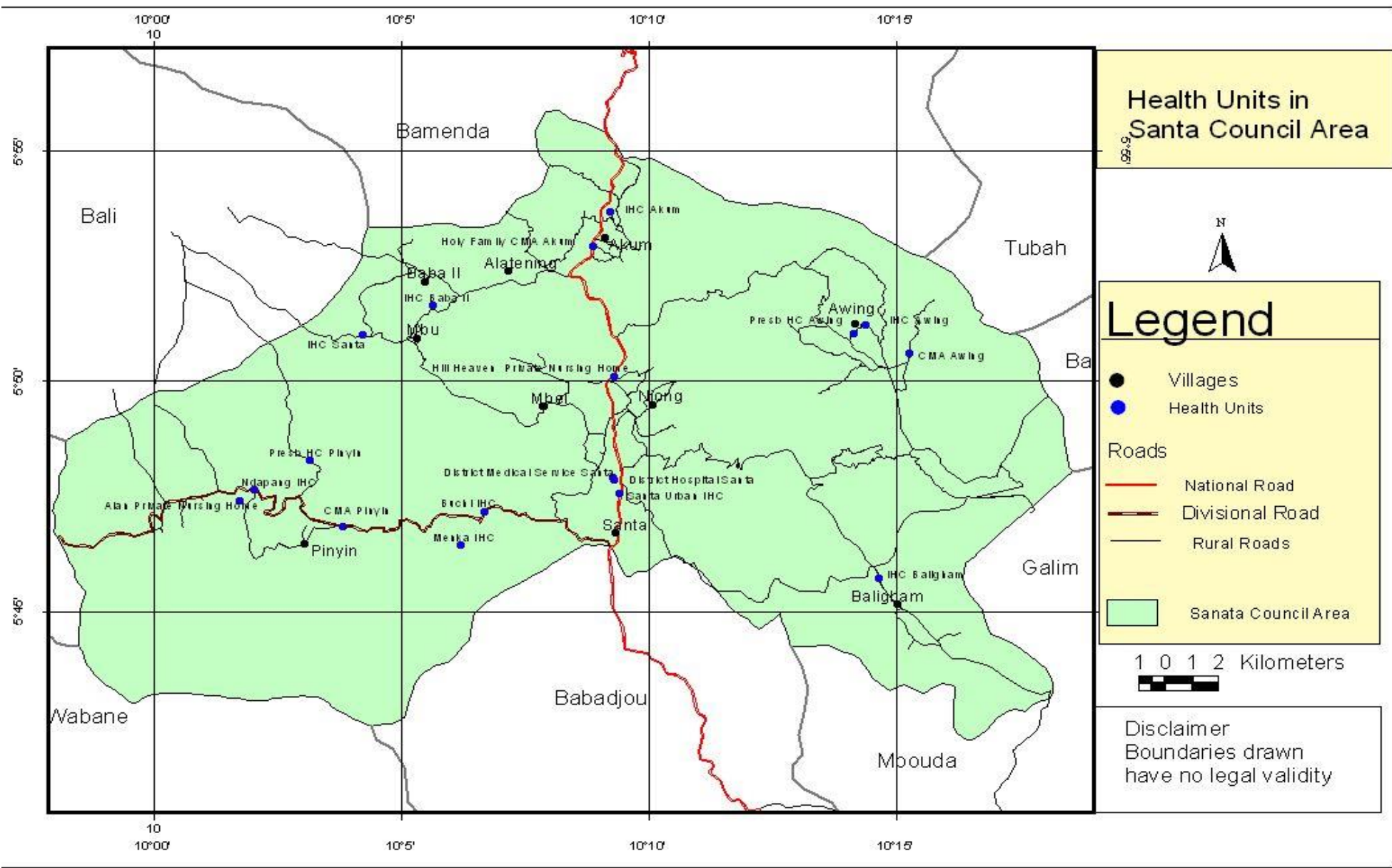


Figure 4: Health Units of Santa Council Area

3.6.5. Hydraulic

The potable water supply system of the entire council area is somehow developed using the gravity system. The table below shows a summary of the situation. Pinyin used to have a scan water system, which was rehabilitated to use the gravity system. Of the many villages of the area about 8 are served with pipe borne water. The water supply net works in the council area is indicated in the table below.

Table 8: Portable water supply schemes in the Santa council area in 2003

Main Villages	Names of Water Scheme	Population	Target population	No. of stand taps	No. of households connected	No. of taps to be repaired	No. of taps abandoned
Baligham	- Baligham comm. - Gadiwalla W/S	7459 1100	147	36 23	05 05	03 0	20
Mbu	Mbu Central Tingo	3294	200	16	0	16	16
Awing	- Ntaw/Mbenten - Mbenjom - Longkele - Mbeme - Agheple - Alamiti - Achialum - Mepi			14 9 19 6 2	34 80 30		
Alatening	-Alabong -Ngoh -Fare-fare -Achamancho	2031	0	0	0	1water point	0
Baba II	Baba II	2500	1000	22	-	02	0
Njong	-Santa inter-village -Njong -Bamock	2780	1500	4	10		0
Mbei	Santa inter-village Mbei	5034	500	15	12	03	01
Akum	-Akum central -Ntenikwi -Ntinala & Baleck -Ntamadam -Nsoh -Kapcho -Muchou	7459	7425	13 5 9 20 9 14 2	9 8 48 43 32 13	22 2	07
Santa	-Santa inter-village - -Achou	5047	2100	30	66	07	04
Pinyin	-Lower pinyin -Buchi water -Menka	31391	11900	29	26	37	

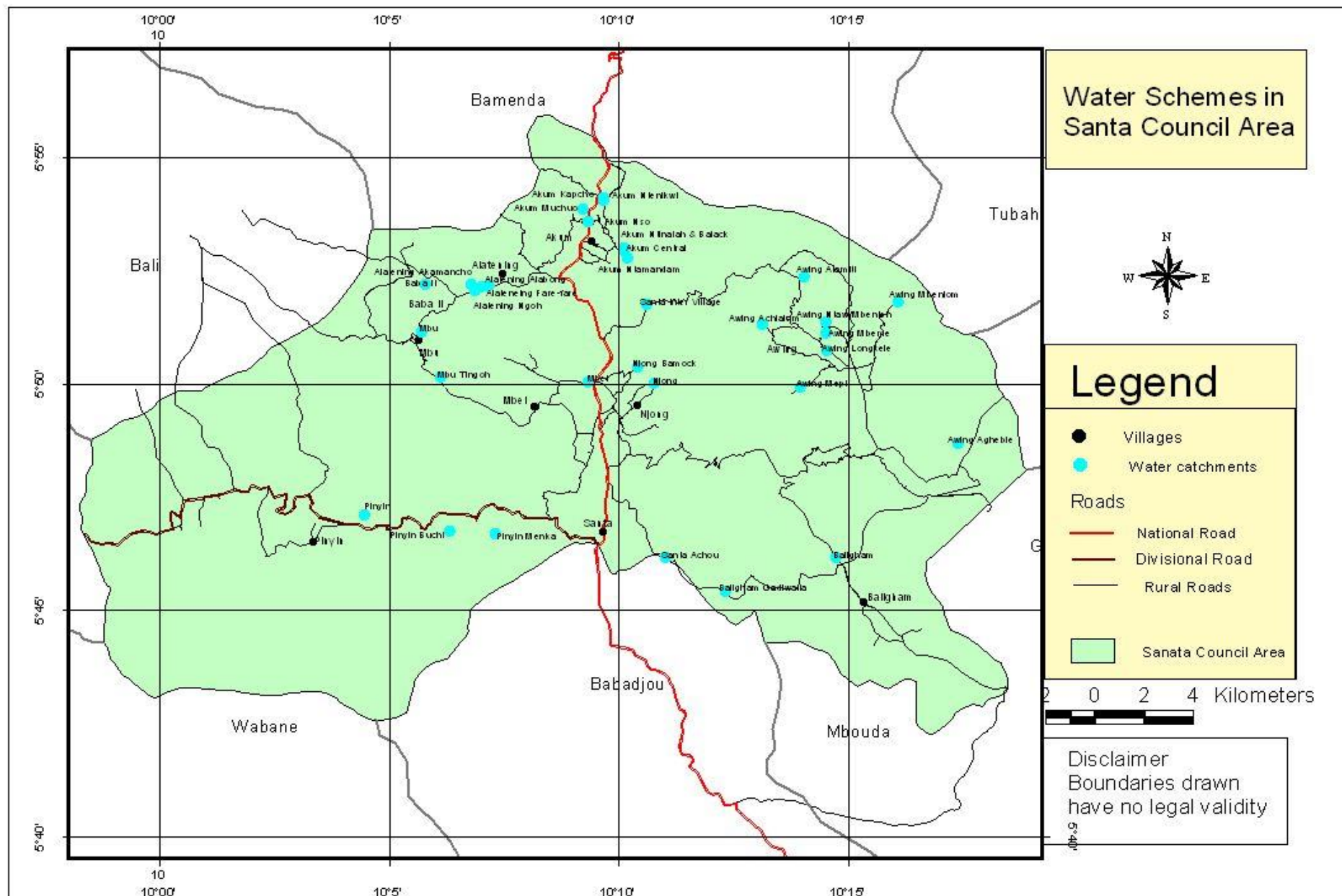


Figure 5: Water schemes in Santa Council Area

3.6.6. Electrification

Electricity supply by SONEL is available in all the villages of Santa Council. In each of these villages, only a few homes and some business spots are supplied. One of the greatest needs of the population of the area in this domain has to do with extension of the lines to the rest of the Santa population. Many development ventures and investments require that electricity is available. The general load shedding has however come to compound the problem. There is no single street light. However some villages like Awing, through their village development and cultural Association are doing all in their power to get the rest of the village population supplied through community contributions.

The electricity supply figures can be seen in table 9

Table 9: Electricity supply in the Council area

Names of villages	Annual subscribers
Akum	350
Alatening	85
Awing	135
Baba II	47
Baligham	80
Mbei	77
Mbu	84
Ndzong	70
Santa Central	714
Pinyin	150

Source: SONEL 2011

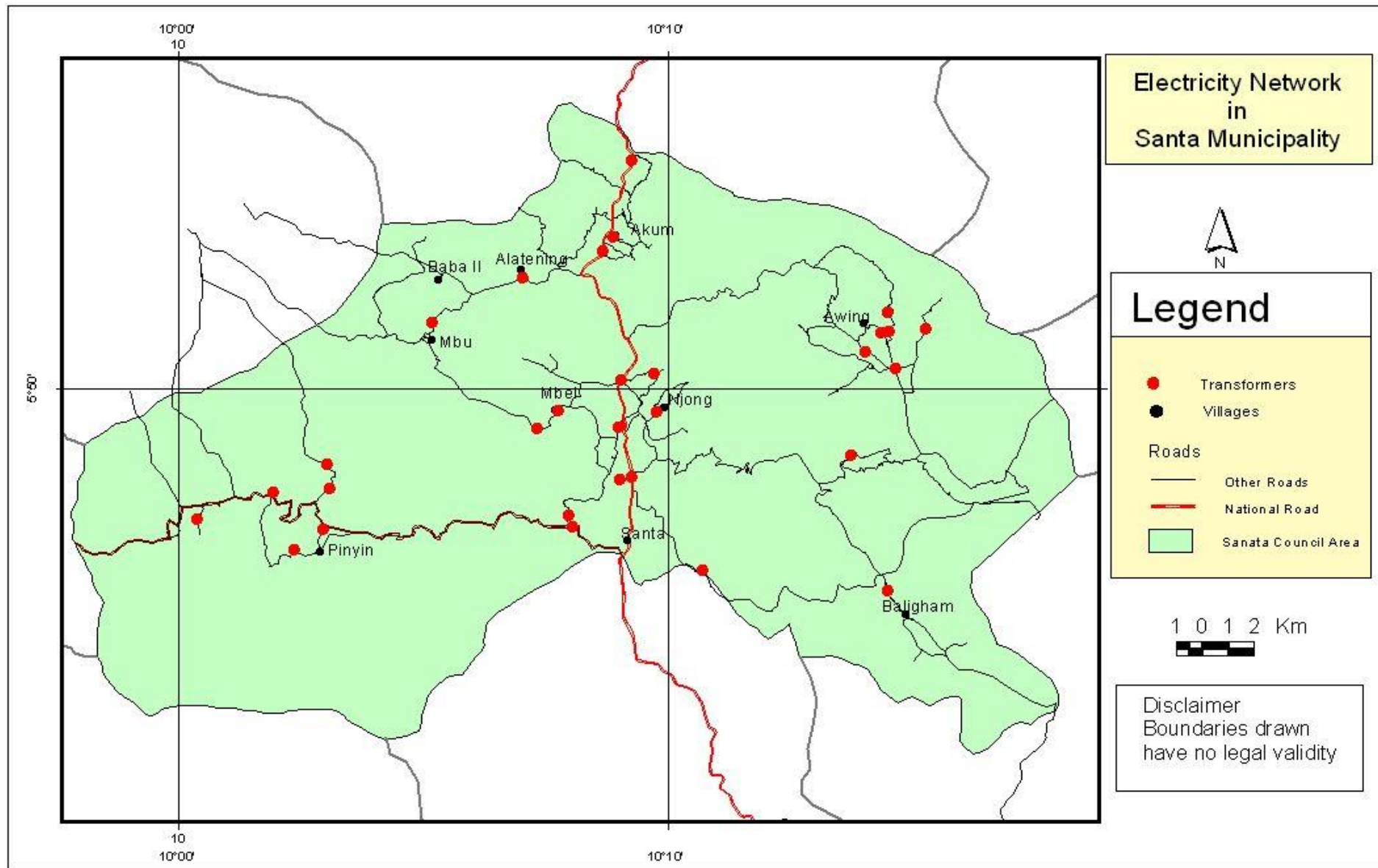


Figure 6: Electrification Network in the Santa Council Area

3.6.7. Road network

Most of the roads in the Council area are earth roads. These roads are partially maintained by the villagers with support from the council or the government, who rehabilitates some rural roads periodically.

Cars commonly called ‘clando’ do a lot of transportation of passengers, while big trucks from far and near transport farm produce to markets outside Santa Council area.

Although efforts have been made in the recent past to improve the state of the roads, its rapid deterioration is a cause for concern. The poor network and the consequences cannot be overemphasized.

The roads needing either rehabilitation or construction identified in the area can be seen in the following table 10.

Table 10: Road Network of the Council area

Village	Divisional road	Farm To Market Roads	Bridges
Pinyin	Metanyen-Bali	Buchi-Mbei-Santa	3
	Matazen Ashong	Muwa-Meforbe	2
		Kongsa-Rockfarm	3
		Matazen-Menka	2
		Buchi-Menka-Ngong	1
		Atualah-Ngong	0
		Mesoh-Bamumbu	3
		Kwendegle-Ngong	4
		Metanyen-Atualon	8
		Ndapang-Kongfune	1
		Mamben-Manaah	2
		Menka-Ngong	0
		Konmefuh-G.S. Matazen	4
		Nesonibop-Menka	1
		Kwang-Menka	2
		Ntoh-Meshi	2
		Mesoh-Ngali	0
Pinyin-Ashong	0		
Awing	Santa-Awing-Galim	Aleti - Lake	3
		Nepele-	1
		Makemtikong-Palace	1
		Achialum-Njong	4
		Melung-Agheble	3
		Mesangbe-Balikumbat	8
		Njumbe-Balikubit	2
		Mipi Njong	2
		Coffee Estate	1
		Affable-Bamunyam	2
		Menten-Njom	1

Baligham		Gaduwata-Babajou	2
		Gaduwata-Kopdinga	0
		Menumeba-Gayeba Awing	3
		Menumeba-Bekwe-Mificat	0
		Badgoh-Sefeka	1
		Tagoh-Nkonsoneba	1
		Mificat-Sandpit	0
		Mificat-Bagham	2
		Mificat-Dowahdoushou-Sandpit	1
		Sonseh-G.S Central	1
		Matazen	0
		Melaneba-Sandpit	1
		Dowah-Bamenyam	2
	Akum		Mile 10-Lake
		Mile 8-Sandpit	
		Mile 4-Nuibu	
		Mile 10-Samdghe	
		Mile 5- Munchuo	
Njong		Mile 12-Bamock	1
		Mile – Ayheble	3
		Mile 12-Bororos	2
		Pa Zama-Bororos	1
		Nifombon-Bororos	0
Alatening	Mile 8 Bali	Ngoh-Ntarra	0
		Alabong-Ntarra	3
		Alabong-Chomba	1
		Mesing-Nsongwa	0
		Meju – Nibara	2
Baba II	Baba-Bali	Baba-Renyenge	3
		Market-Mbei	4
		Baba-Chomba	3
		Baba II-Njenka	7
Mbu	Mbu-Bali	Mbu Co-op-Rockfarm	3
		Mbu Co-op-Tingoh	5
		Mbu Co-op-New Layout	3
Mbei		Mile 12 – Rockfarm	4
		Santa Mkt- Ngwasa	3
		Mbei-Muwa	4
		Mile12-Chockrebuge	0
		Mile 12-Mbei Com.	0
		Forest	1
		Mile 12-Newlayout	
Santa		Petrol station –MI 2 Njong	1
		Hausa Qt- Com.Dev.Sch	1
		Estate Ntarra-Santa	3
		G.S. Ntarra-Santa	2

Santa Rural Council Roads for Maintenance 2003-2008.

3.6.8. Markets and storage structures

There are seven main markets in the area; Santa, Ndapang, Awing, Baligham, Akum, Matazem, Mile 12. The main commodities sold in these markets are locally produced foodstuffs, the most important of which are potatoes, beans, maize, garri, okra and plantains. Garden crops like tomatoes, hot pepper and assorted vegetables are becoming increasingly available to buyers on market days.

3.6.9. Sports and leisure equipments

There are no special sports or leisure equipment apart from school fields.

3.6.10. Vegetation/Touristic sites

The present tourist scenario in Santa Sub Division is not very attractive. This is because no attention has been paid to this sector in the past and local initiative has not been developed in this field. Apart from Lake Awing, which occasionally attracts a few tourists, the rest of the villages are relatively quiet. Other tourist action centres include Azope Mountain race, which is a yearly event, organized by the Baba II Azope Women's group and Mount Lefo where an individual organises a yearly mountain race.

The Lake Awing is a calm environment and a very good potential tourist site. The few obstacles are linked to the poor road leading to the site and inadequate infrastructure at the site. Cultural diversity and a variety of natural resources of the area constitute great touristic potentials for the inhabitants of the Council area. However, these potential are still under developed and used.

Business tourism is the most developed form in the area. The main markets of the area attract hundreds of business tourists per week. These are mainly food crop traders (intermediaries) who come in from all over the country and carry out international food marketing to bordering counties such as Gabon, Equatorial Guinea, Central African Republic and all the countries of the CEMAC zone.

Other tourist assets which could attract tourists include the annual traditional festivals, traditional rituals, some palaces, shrine, caves and even the beautiful landscapes of the sub division surrounded by the rolling hills with views that go to different directions, especially in the months of April and May when the weather is clear and the eye can see the low lying area of Bali the Awing Hill etc.

The picturesque hilly country with its numerous foot tracks offers great potentials for ecotourism. Also, a view of the plateau from these hills will leave no tourist indifferent. The natural features among others and the moderate climate make the area naturally attractive.

Only two lodging facilities are available in Santa town with limited number of rooms. This makes the accommodation of tourists very difficult. This is a potential area for tourist infrastructure development. The people are hospitable and as such can always be an asset to potential tourists. Health services are also available to tourists at three health units in the area.

3.6.11. Tourism establishments

Tourism establishment in the municipality are few and the infrastructure are generally poor. The following are found in Santa Council area with their attributes presented in table 11 below;

Table 11: Tourism establishments in the Council area

Name of Hotel	Location	No of Rooms	No of Staff	Price Range (Franc CFA)	Remarks
Champ Elysée	Santa	7	1	3000-4000	Unclassified with a Snack Bar
Inner Circles	Santa	8	7	2000	Unclassified with a Snack Bar
Awing Guest House	Awing	6	1	1500-3000	Unclassified with a Snack Bar
Path Finder	Pinyin	10	1	2000-4000	Unclassified with a Snack Bar
ASU Temel Lodge	Pinyin				

Source: 2011 field data collection

The main problem affecting the area includes ignorance and lack of education of the inhabitants, inadequate flow of information especially on available potentials and a gross underdevelopment of infrastructure facilities. It would be important for the councillors to be educated on the importance of tourism as a major source of income for the Council area.

3.6.12. Administrative Services

Santa sub Division has just 9 sectors with sub divisional delegations and the rest of the sectors are represented at the divisional level in Bamenda. The 9 sectors present in Santa Council area are presented in table 12 below.

Table 12: Administrative service and Personnel in Santa Sub Division

Service	Personnel	
	Number in place	Number required
Sub Divisional Office	08	09
Santa Council	33	-
Inspectorate of Basic Education	07	01
Sub delegation of Agriculture	10	07
Gendarmerie Brigade		
Sub Delegation of Livestock, Fisheries and Animal Industries/ Zoo Technical		
Forest and Wildlife	02	03
Sub delegation of social affairs	01	04
Health Centres	76	30
judiciary		
Police Post		
Sub delegation of youth affairs	03	
Sub delegation of womens' affair	01	02
CEAC	01	02

Source: Compiled from survey data 2011

3.6.13. Waste management / other nuisances

The disposal of wastes within the Council area poses problems especially around the urban space. This is because of the large population around here leading to the production of large quantities of wastes and poor management of these wastes due to the absence of active management committees. For this reason, there is waste dumping around every home or sometimes food wastes are taken to the farms as manure. These dumping grounds serve as good breeding grounds for mosquito; reason for the high rate of malaria in the council area.

3.6.12. Hygiene and Sanitation

The hygiene and sanitation department of the Council area functions well by ensuring cleanliness and community works in Santa town, hold statutory meetings, advice and supports environmental activities in the council (forestation, watershed protection), and carries out clean up campaigns.

It is noticed within the Council area that the level of hygiene and sanitation however is reducing as time goes by because the number of trash cans have become few compared to the fast growing population. Formal training and Knowledge on hygiene, sanitation and environmental management amongst committee members is very lacking. This deficiency is aggravated by the absence of relevant in-service training for the committee members.

3.6.13. Private Services (telecommunications, micro-finance, etc.)

A local radio operates in the Council area known as the Meteo Radio. The station is based in Santa itself and it serves as a source of information to each and everyone in the Council area. It doesn't cover the entire Council area. It is supplemented by other stations like CRTV Yaounde and Bafoussam, Afrique Nouvelle Radio, CBC Radio, Foundation Radio, Radio Hot Cocoa and Abakwa FM Radio. Television channels that are available include CRTV, RTN and CNTV. There are three Cable TV image suppliers for the Council area and the strength of transmission varies across the Council area.

There is a post and telecommunication office in Santa. It serves the whole council area by being the channel through which mails are received and sent. However for the telephone, three enterprises (MTN, Orange and CAMTEL) serve the Sub Division and are received in various degrees in the villages of Santa Council. There is therefore competition amongst the three services in the Council area. Network coverage is only sustained by 4 MTN antennae, two Orange antennae, 1 CAMTEL antenna and 2 private radio station antennae. With this the network for communication signals is only strong around Santa Urban. The radio and television signals in the whole Council area is low and the major station and channels like CRTV only attains coverage of about 35%.

Table 13: Communication network coverage within the Santa Council area

	CRTV Y'de	CRTV B'fsam	Meteo radio	Afrique nouvelle	Poalla FM	Crtv TV	STV	Canal 2	MTN	Orange	Others (BBC)
Santa	80	70	50	40	90	90	50	50	80	40	100
Awing	100	100	0	0	100	45	0	0	70	40	100
Baligham	100	100	0	0	0	90	0	75	90	50	100
Akum	60	30	0	40		30			60	30	100
Njong	80	50	0	0	0	70			80	70	100
Baba II	20	30	0	0		30	0	0	80	70	100
Alatening	20	30	0			30			80	70	100
Mbu	40	40									
Mbei	75	70	50	45	80	90	55	55	90	70	100
Pinyin	40	20	0	0	0	30			60	2	

Source: Compiled from survey data 2011

CHAPTER 4. RESULTS OF THE PARTICIPATORY DIAGNOSIS

4.1 Consolidation of Diagnosis information and Needs Identified per sector

4.1.1 Basic Education

Data table for needs at the level of Basic Education

Government Primary Schools

Table 14: Basic Education Diagnoses and Needs

Name of School	Village	Boys	Girls	Total	Teachers	Pupil/ teacher ratio	Teachers needed	Volunteer Teachers	PTA Teachers	Classroom available	Needed	Desk	Needed
G.S MILE 10	Akum	49	51	100	2	50,0	1			3	3	50	
G.S NILAP	Akum	63	54	117	5	23,4				7	OK	255	
G.S. Azana	Akum	109	120	229	6	59,5	1		1	9	Rehabilitation	200	
G.S. AKUM	Akum	172	185	357	6	59,5	1		1	9	Rehabilitation	200	
G.S. ALATENING	Alatening	67	43	110	4	27,5	1			3	4	59	
G.S AGHEPLE	Awing	98	69	167	2	83,5	2			6	Rehabilitation	80	10
G.S ATUANJOM	Awing	43	27	70	1	70,0	2			6	6	17	20
G.S AWING	Awing	165	166	331	4	82,8	3			17	Renovation	300	
G.S AZANEH	Awing	98	95	193	3	64,3	2		1	3	4	25	75
G.S KONGMBENG	Awing	80	73	153	1	153,0	3	1		6	3	60	15
G.S MAKEMTIKON	Awing	161	142	303	5	60,6	1		1	10	Renovation	152	
G.S MBATEN AWING	Awing	146	120	266	3	88,7	2	1		8	OK	87	50
G.S MBESOH	Awing	36	23	59	3	19,7				2	6	30	
G.S MEPI	Awing	78	69	147	2	73,5	2			6	4	20	60
G.S MEWUNGNE	Awing	63	33	96	2	48,0	1			2	6	20	30
G.S NTENELA	Awing	142	157	299	5	59,8	1			4	4	73	80
G.S TANJANG	Awing	169	168	337	4	84,3	3		1	6	3	122	50

G.S BABA II	Baba II	180	148	328	4	82,0	2	1	1	9	Renovation	58	110
G.S BALIGHAM	Baligham	315	312	627	6	104,5	6			14	Rehabilitation	174	150
G.S GAHDIWALLA	Baligham	81	62	143	4	35,8	1		1	6	3	87	
G.S MIFICAT	Baligham	214	240	454	5	90,8	4	1		4	6	183	50
G.B.P.S SANTA	Mbei	19	23	42	3	14,0				3	4	55	
G.S NTOH MBEI	Mbei	68	62	130	4	32,5				4	4	55	20
G.S SANTA	Mbei	236	217	453	6	75,5	3			10	8	60	200
G.S MBU	Mbu	137	117	254	2	127,0	3	1		9	Renovation	30	100
G.S BAMOCK	Njong	48	32	80	2	40,0	1			5	2	50	
G.S BANJONG	Njong	65	74	139	3	46,3	1	1		6	6	46	30
G.S MAWENJANG NDZONG	Njong	39	36	75	2	37,5	1			5	3	20	15
G.S NJONG	Njong	136	140	276	5	55,2	1			8	Renovation	124	20
G.S ATUALAH PINYIN	Pinyin	66	56	122	1	122,0	2			2	Construction	5	55
G.S BUCHI	Pinyin	67	65	132	3	44,0	1			7	4	57	15
G.S KONGFUN	Pinyin	176	128	304	4	76,0	2	1		6	2	83	70
G.S KONGNITUIT MENKA	Pinyin	147	135	282	4	70,5	2			5	6	66	90
G.S KWENDEGLI	Pinyin	176	172	348	5	69,6	2			7	2	70	110
G.S MENKA	Pinyin	258	270	528	8	66,0	2	1	2	10	6	142	130
G.S MESAW PINYIN	Pinyin	137	121	258	3	86,0	3		1	6	2	144	40
G.S MUWAH	Pinyin	299	238	537	4	134,3	5			7	2	82	200
G.S MUWONCHA	Pinyin	101	84	185	3	61,7	2			6	3	191	
G.S NDAPANG	Pinyin	134	119	253	4	63,3	2			9	Rehabilitation	75	55
G.S NGALI	Pinyin	91	129	220	3	73,3	2			5	1	70	40
G.S PINYIN CENTRAL	Pinyin	280	234	514	8	64,3	2			12	4	122	140
G.S ACHOU	Santa	39	54	93	3	31,0	1			4	4	28	20
G.S KONGKIBAT	Santa	126	107	233	4	58,3	1			7		68	50
G.S MATAZEM	Santa	112	137	249	2	124,5	3	1	2	6	6	136	
G.S NTARRAH	Santa	62	44	106	2	53,0	1			4	4	76	
G.S SANTA COFFEE ESTATE	Santa	11	11	22	2	11,0				3	1	15	
TOTAL		5450	5042	10492	161	66,4	81	9	11	287	126	3922	2100

Catholic Primary Schools

Nº	Name of School	Village	Boys	Girls	Total	Teachers	Pupil/teacher ratio	Classroom available	Needed	Desk	Needed
1	C.S AKUM ST. JULIUS	Akum	24	11	35	3	11,7	6	OK	40	
2	C.S AKUM ST. PIUS	Akum	75	66	141	5	28,2	6	OK	112	
3	C.S ALATENENG	Alatening	49	37	86	4	21,5	6		24	20
4	C.S AWING	Awing	66	72	138	4	34,5	6		120	
5	C.S BALIGHAM	Baligham	108	87	195	6	32,5	6	2	73	20
6	C.S MBEI	Mbei	165	159	324	8	40,5	6	6	81	81
7	C.S PINYIN	Pinyin	10	10	20	3	6,7	5	Rehabilitation	12	
8	C.S SANTA	Santa	212	208	420	11	38,2	9	Rehabilitation	125	115
	TOTAL		709	650	1359	44	30,9	50	8	587	236

Presbyterian Primary Schools

Nº	Name of School	Village	Boys	Girls	Total	Teachers	Pupil/teacher ratio	Classroom available	Needed	Desk	Needed
1	P.S. AKUM	Akum	63	44	107	3	36	7	Rehabilitation	120	
2	P.S AWING	Awing	36	30	66	3	22	13	Rehabilitation	150	
3	P.S MBENJOM	Awing	102	105	207	6	35	6	Rehabilitation	90	
4	P.S NEPELE	Awing	54	57	111	3	37	6	6	65	
5	P. S BALIGHAM	Baligham	117	133	250	7	36	6	3	23	100
6	P.S MENKA	Pinyin	137	140	277	6	46	6	6	70	70
7	P.S MUWAH BUCHI	Pinyin	38	34	72	3	24	4	6	22	15
8	P.S NTEME PINYIN	Pinyin	66	53	119	5	24	5	2	40	20
9	P.S PINYIN CENTRAL	Pinyin	123	108	231	5	46	5	Rehabilitation	60	60
10	P.S. SANTA	Santa	91	72	163	6	27	10	Rehabilitation	83	
	TOTAL		827	776	1603	47	34	68	23	723	265

Baptist Primary Schools

N°	Name of School	Village	Boys	Girls	Total	Teachers	Pupil/teacher ratio	Classroom available	Needed	Desk	Needed
1	C.B.C AFUH	Awing	83	62	145	4	36,25	6	2	73	
2	C.B.C AWING	Awing	71	75	146	6	24,33	6	4	50	25
3	C.B.C MENKA SANTA	Pinyin	179	175	354	6	59	6		177	
4	C.B.C MESOH PINYIN	Pinyin	47	43	90	3	30	6	4	45	
5	C.B.C SANTA	Santa	61	44	105	5	21	5	1	47	10
	TOTAL		441	399	840	24	35	29	11	392	35

Lay private Primary Schools

N°	Name of School	Village	Boys	Girls	Total	Teachers	Pupil/teacher ratio	Classroom available	Needed	Desk	Needed
1	DEAF AND HARD OF HEARING	Akum	58	29	87	6	15	6	6	87	
2	FERUC PS AWING	Awing	83	86	169	5	34	5	OK	100	
3	COMMUNITY SCHOOL NEW TOWN KWINDEGHELI	Pinyin	43	53	96	2		3		24	
4	FAITH FAMILY BPS MESAW	Pinyin	68	77	145	5	29	5	OK	45	10
5	MODEL CHARITY PS PINYIN	Pinyin	68	92	160	6	27	6	OK	300	
6	RENAISSANCE K and E SCHOOL BUCHI	Pinyin	64	62	126	7	18	6	OK	49	
7	SAINT AUGUSTINE P.S MUWAH	Pinyin	20	18	38	4	10	4	6	20	
8	CEFED	Santa	46	45	91	7	13	4	OK	25	5
9	GODs WILL BIL. P.S SANTA	Santa	110	125	235	6	39	6	6	180	
10	HELENA BILINGUAL P.S SANTA	Santa	90	112	202	5	40	6	6	76	
11	MAGARET T. JOSVOLD SANTA	Santa	93	102	195	8	24	6	1	116	
	TOTAL		743	801	1544	61	25	57	25	1022	15

Unauthorised Primary Schools

N°	Name of School	Village	Boys	Girls	Total	Teachers	Pupil/teacher	Classroom	Needed	Desk	Needed
----	----------------	---------	------	-------	-------	----------	---------------	-----------	--------	------	--------

							ratio	available			
1	C.S AKUM ST SYLVESTER	Akum	48	49	97	4	24	4		29	5
2	SAINT AUGUSTINE P.S AKUM	Akum	53	60	113	6	19	6		40	
3	C.B.C NEPHOK AWING	Awing	63	59	122	3	41	6		62	
4	C.S ALAMITI ST PETERS AWING	Awing	21	26	47	3	16	4	2	12	5
5	FAITH FAMILY P.S AWING	Awing	16	19	35	2	18	2		15	
6	GODs WILL BIL. P.S KONGKIBAT	Awing	12	11	23	2	12	2		12	
7	INTERNATIONAL FOUNDATION T'J	Awing	56	46	102	6	17	6		45	
8	FOUSTINA P.S GAHWI WALA	Baligham	77	93	170	5	34	5		56	
9	MODESTY BIL. N.S. BALIGHAM	Baligham	40	52	92	4	23	5		70	
10	C.S MAMBEN	Pinyin	67	56	123	3	41	3	3	36	10
11	C.S SACRED HEART MENKA	Pinyin	31	43	74	3	25	8		32	
12	P.S NEGHONITEKOH	Pinyin	74	68	142	3	47	3		46	
13	QUALITY P.S ATUALAH PINYIN	Pinyin	20	13	33	4	8	7		31	
14	DYNAMIC B.N.S. SANTA	Santa	60	55	115	6	19	7		76	
15	GOD s WILL B.N.P.S.MILE 12 NJONG	Santa	50	38	88	5	18	5		14	16
16	PROGRESSIVE BIL. P.S SANTA	Santa	40	44	84	3	28	4		41	
	TOTAL		728	732	1460	62	24	77	5	617	36

Government Nursery Schools

N°	Name of School	Village	Boys	Girls	Total	Teachers	Pupil/teacher ratio	Classroom available	Needed	Desk	Needed
1	GNS NTOH AKUM	Akum	22	16	38	3	12,67		2	60	
2	GNS MENKA	Pinyin	32	26	58	1	58	2	1	50	10
3	GNS PINYIN	Pinyin	12	17	29	1	29	1	1	9	20
4	GNS SANTA	Santa	46	47	93	3	31	1	3	92	5
	TOTAL		112	106	218	8	27,25	4	7	211	35

Lay Private Nursery Schools

N°	Name of School	Village	Boys	Girls	Total	Teachers	Pupil/teacher	Classroom	Needed	Desk	Needed
1	FERUC PS AWING	Awing	49	54	103	1	103	2	OK	120	
2	FAITH FAMILY MESAW	Pinyin	10	17	27	1	27	2	OK	18	10
3	MODEL CHARITY N.S PINYIN	Pinyin	22	23	45	2	23	2	OK	75	
4	RENAISSANCE K and E N.S BUCHI	Pinyin	26	23	49	2	25	2	OK	52	
5	SAINT AUGUSTINE N.S KONGSA	Pinyin						2	2		
6	GODs WILL BIL. N.S SANTA	Santa	34	38	72	2	36	2	2	10	60
7	HELENA BILINGUAL N.S SANTA	Santa	39	29	68	2	34	2	2	34	35
8	MAGARET T. JOSVOLD NS MEFORBE	Santa	16	9	25	1	25	1	1	30	
	TOTAL		196	193	389	11	35	15	7	339	105

Unauthorised Nursery Schools

N°	Name of School	Village	Boys	Girls	Total	Teachers	Pupil/teacher	Classroom	Needed	Desk	Needed
1	SAINT AUGUSTINE P.S AKUM	Akum	17	12	29	2	15	1	1	30	
2	FAITH FAMILY P.S AWING	Awing	19	14	33	1	33	1	1	15	
3	GODs WILL BIL. P.S KONGKIBAT	Awing	4	5	9	2	5	2		2	10
4	INTERNATIONAL FOUNDATION TANJ	Awing	16	14	30	3	10	2		8	22
5	FOUSTINA P.S GAHWI WALA	Baligham	14	13	27	1	27	3		30	
6	MODESTY BIL. N.S. BALIGHAM	Baligham	17	36	53	4	13	2		30	25
7	QUALITY P.S ATUALAH PINYIN	Pinyin	9	11	20	2	10	2		18	5
8	PROGRESSIVE BIL. P.S SANTA	Santa	7	9	16	1	16	2		3	15
9	DYNAMIC B.N.S. SANTA	Santa	20	21	41	3	14	2		48	10
10	GOD s WILL B.N.P.S.MILE 12 NJONG	Santa	16	17	33	2	17	2		12	20
	TOTAL		139	152	291	21	14	19	2	196	107

4.1.2 Secondary Education

The following secondary schools are found in the Council area

Table 15: Secondary Schools Diagnoses and Needs of the Council area.

Name of School	Village	Boys	Girls	Total	Civil Servants	PTA/Contract teacher	Teachers needed	Classroom available	Needed	Desk	Needed
Bilingual Comprehensive College	Akum	62	85	147		8		4		70	
G.H.S. AKUM	Akum	373	351	724	33	5		20	5	450	50
G.T.H.S. SANTA	Akum	444	356	800	81	8		18	4	540	
GSS ALATENING	Alatening	137	125	262	15	3	12	3	5	120	100
AFETA Comprehensive college	Awing	82	125	207		9		5		80	
COTECVOCA	Awing	73	49	122		8		4		90	
FERUC Secondary School	Awing	82	87	169		8		5		100	
G.T.C AWING	Awing	275	68	343	13	5	10	0	12	150	150
GSS MEWUNGNE AWING	Awing	414	568	982	34	6		18	4	520	
GTC BABA II	Baba II	77	37	114	3	6	10	6	2	80	150
G.S.S BALIGHAM	Baligham	165	135	300	12	6	10	6	6	140	100
GTC Baligham	Baligham	88	73	161	2	8	10	0	12	35	150
RHAMA Comprehensive college	Baligham	123	140	263		10		5		70	
GSS Buchi	Buchi	71	55	126	11	5	6	4	6	27	
GTC PINYIN	Buchi	167	105	272	16	4	10	6	4	100	
G.B.H.S. SANTA	Mbei	683	941	1624	92	6		28		774	50
GHS CHOUBOU MBU	Mbu	101	89	190	16	6	6	4		135	
Confidence Comprehensive college	Njong	37	38	75	2	8		2		40	
GSS Njong	Njong	53	52	105	6	4	12	0	8	55	150
Faith Family Comprehensive College (mesoh)	Pinyin	70	51	121		13		4		60	
GHS KWANG PINYIN	Pinyin	456	632	1088	28	7		18	4	440	150
Gods love comprehensive College (Tisagli)	Pinyin	61	65	126		12		5		60	
Grammer Comprehnsive College	Pinyin	81	67	148		13		5		70	
GSS Menka	Pinyin	102	89	191	13	5	6	4	6	80	150

GSS Ndapang	Pinyin	124	130	254	5	5	25	0	15	80	150
Model Charity Menka	Pinyin	45	51	96		10		5		50	
Pathfinder Academy (Ndapang)	Pinyin	73	63	136		16		7		90	
Star Comprehensive College Muwah	Pinyin	67	62	129		14		5		70	
Santa Memorial Comprehensive College	Santa	127	323	450	0	28		11		120	
GSS Alamiti	Awing						14	0	8	0	200
St linus Commercial technical School	Santa	140	65	205		17		6		106	
Standard Secondary Grammar school	Santa	170	210	380	7	8		3		105	
Total		5023	5287	10310	389	271	119	128	101	4907	1400

Source: 2011 Field Data collection

4.1.3 Health

The health sector is characterised by 1 District Area, 9 Health Areas and 18 Health units with the following elements characterising it as seen in table 16 below

Table 16: Characteristics of the Health sector

	Health Areas	Pop										Health Units	Infrastructures	Equipment
		2011	G6X4%	G6X18%	G6X2%	l6X90%	G6X15%	G6X14%	G6X44%	G6X23%	G6X5%			
1	Akum	5209	208	938	104	844	781	729	2292	1198	260	Akum IHC Holy Family CMA	Need Renovation	Basic equipment inadequate
2	Awing	21000	840	3780	420	3402	3150	2940	9240	4830	1050	CMA Awing Awing IHC Presbyterian HC	Good	Basic equipment inadequate Never equipped. Few equipment bought by elites
3	Baligham	6209	248	1118	124	1006	931	869	2732	1428	310	Baligham IHC	Urgently needs renovation and extension	Basic equipment inadequate
4	Mbu	2794	112	503	56	453	419	391	1230	643	140	Mbu IHC Baba II IHC	Need Renovation Good	Basic equipment inadequate Not yet equipped
5	Pinyin	5448	218	981	109	883	817	763	2397	1253	272	CMA Pinyin	Building needs renovation and extension	Equipment are rudimentary
6	Buchi	5720	229	1030	114	927	858	801	2517	1316	286	Buchi IHC	Need Construction of Health unit	Basic equipment lacking
7	Menka	5576	223	1004	112	903	836	781	2453	1282	279	Menka IHC	Need Construction of Health unit	Basic equipment lacking
8	Ndapang	4633	185	834	93	751	695	649	2039	1066	232	Ndapang IHC Presbyterian HC	Need renovation and extension Need Construction of Health unit	Basic equipment lacking

												Alan Private Nursing Home		
												Santa District Hospital	Need renovation and construction of a theatre, maternity, laboratory and X - ray department	Need basic equipments
												Santa Urban IHC	Need construction of Health unit (presently renting)	Need basic equipments
9	Santa Urban	11586	463	2085	232	1877	1738	1622	5098	2665	579	Hill Heaven Private Nursing Home		
	District	68175	2726	12273	1364	11046	10225	9545	29998	15681	3408	District Health Service	Need completion of building	Need basic equipments

Source: 2011 DMO Santa

Health personnel are largely insufficient for the Council area. There are only 4 medical Doctors and 39 nurses. The required personnel are 34 nurses, 4 Lab technicians and 2 reproductive health nurses.

Table 17: Personnel diagnoses and needs in Health Units

Health Units	Doctors	SRN	Brevete Nurse	NA	Mid wife	Lab Ass	Pharm Att	Econome	Others	Total Personnel	Personnel Needs
Akum IHC				5					2	7	2 nurses & 1 lab technician
Holy Family CMA										0	
CMA Awing	1	1		6	1	1	1			11	5 nurses & 1 lab technician
Awing IHC				1		1			1	3	3 nurses
Presbyterian HC										0	
Baligham IHC			1	1		1				3	2 nurses
Mbu IHC										0	
Baba II IHC			1	1					1	3	1 nurse
CMA Pinyin	1			2		1		1	2	7	5 nurses and 1 lab technician
Buchi IHC				2					2	4	3 nurses
Menka IHC					2	1				3	2 nurses
Ndapang IHC				1					2	3	2 nurses and 1 lab technician
Presbyterian HC										0	
Alan Private Nursing Home										0	
Santa District Hospital	1	2		11				1	9	24	6 nurses and 2 reproductive health nurses
Santa Urban IHC		1		1		1				3	3 nurses
Hill Heaven Private Nursing Home										0	
District Health Service	1	2							2	5	
Total	4	6	2	31	3	6	1	2	21	76	

Source: 2011 District Medical Office Santa

4.1.4 Public Services of the Santa Urban Space

The personnel requirement of the Santa Urban space is presented in table 18 below;

Table 18: Administrative service and Personnel in Santa Sub Division

Service	Personnel	
	Number in place	Number required
Sub Divisional Office	08	09
Santa Council	33	-
Inspectorate of Basic Education	07	01
Sub delegation of Agriculture	10	07
Gendarmerie Brigade		
Sub Delegation of Livestock, Fisheries and Animal Industries/ Zoo Technical		
Forest and Wildlife	02	03
Sub delegation of social affairs	01	04

Health Centres	76	30
judiciary		
Police Post		
Sub delegation of youth affairs	03	
Sub delegation of womens' affair	01	02
CEAC	01	02

Source: Compiled from survey data 2011

The need interms of infrastructure of the urban space are as follows;

Table 19: Administrative infrastructure and equipment needs in Santa Sub Division

Department	No. of administrative buildings		Number of buildings needed		Remarks
	Offices	Residences	Offices	Residences	
Sub Divisional Office Santa	1	1	0	0	
Sub Treasury Santa	1	0	0	0	
Gendarmerie Brigade	1	0	0	0	
Special Branch Police Station	1	0	1	0	The premises is being rented from an individual
Ministry of Forestry and Wildlife	1	0	1	0	
MINEPIA Sub Divisional delegation	2	0	1	0	
Inspectorate of Basic Education	1	0	1	0	The premises is being rented from an individual
Sub Delegation of Social Affairs	1	0	1	1	
District Hospital	5	1	1	0	
Santa Urban Health Centre	1	0	1	0	Health centre premises is being rented from an individual
Sub Divisional Delegation MINADER	1	0	1	1	The premises is being rented from an individual
CEAC	1	0	1	1	The premises is being rented from an individual
Sub Delegation of Women Empowerment & Promotion of the Family	1	0	1	1	The premises is being rented from an individual
Youth Affairs					
Meteorological Centre					
Post Office					
TOTAL	18	02	10	04	

4.1.5 Water

The situation of water in the Santa Council area is as follows;

Table20: Drinking water supply in the Santa council area in 2003

Main Villages	Names of Water Scheme	Population	Target population	No. of stand taps	No. of households connected	No. of taps to be repaired	No. of taps abandoned
Baligham	- Baligham comm.	7459	147	36	05	03	20
	- Gadiwalla W/S	1100		23	05	0	
Mbu	Mbu Central Tingo	3294	200	16	0	16	16
Awing	- Ntaw/Mbenten			14	34		
	- Mbenjom			9			
	- Longkele			19	80		
	- Mbeme			6			
	- Agheple			2	30		
	- Alamiti						
	- Achialum						
- Mepi							
Alatening	-Alabong	2031	0	0	0	1water point	0
	-Nghoh						
	-Fare-fare						
	-Achamancho						
Baba II	Baba II	2500	1000	22	-	02	0
Njong	-Santa inter-village	2780	1500	4	10		0
	-Njong						
	-Bamock						
Mbei	Santa inter-village Mbei	5034	500	15	12	03	01
Akum	-Akum central	7459	7425	13	9	22	07
	-Ntenikwi			5			
	-Ntinala & Baleck			9	8		
	-Ntamadam			20	48		
	-Nsoh			9	43		
	-Kapcho			14	32	2	
	-Muchou			2	13		
Santa	-Santa inter-village	5047	2100	30	66	07	04
	-Achou						
Pinyin	-Lower pinyin	31391	11900	29	26	37	
	-Buchi water						
	-Menka						

4.2 IDENTIFIED AND ANALYSED RECURRENT PROBLEMS BY SECTOR

Problems were identified in the various sector of the council area. The analysis and proposed solutions are presented in the table below as follows:

Table 21: Recurrent problems and solutions per sector in the Santa Council area

Sectors	Core Problem	Causes		Effects		Solutions
		Primary	Secondary	Primary	Secondary	
Health	Poor Health Care delivery services in the Santa council area.	Poor Hygiene	Lack of knowledge	Increase in disease prevalence	Low Output	<ul style="list-style-type: none"> •Sensitisation on health issues •Apply for government support for equipment and infrastructures •Provision of drugs to health units at low cost
		Lack of Qualified Staff	Limited means to employ.		Increase death rate	
		Malnutrition	Poor diet intake		Morbidity	
		Inadequate Infrastructure	Limited government effort	Overcrowded centers	Maximum attention is not given to patient.	
		Inadequate Equipment	Limited access to equipment.	Some cases can't be handled	Preventable deaths	
		Shortage of quality drugs	Limited access	Treatment is weak	Persistence of some diseases.	
		Social Affairs	Inadequate support to the marginalised and vulnerable persons	Exploitation of some classes	Poverty	
Inadequate Education	Low Self Esteem				Less productive	
Lack of Information	No access to education.			Rejection	Aggressiveness	
Cultural Barriers		Crime and drugs				
Agriculture	Low Production	Poor Seed storage facility	No subsidies	Insufficient seeds	Small farms and	•Apply for creation

	in the main crops like coffee and Irish potatoes.				small harvest	of agricultural post
		Poor farm to market road	Community's inability to create	Difficulty transporting harvest	Crop loss and small farm sizes.	•creation of farm to market roads
		Inadequate personnel		Less industrial inputs		•Capacity building
		Poor farming techniques	Level of education	Low income	Low standard of living.	•Apply for trained personnel
			Land tenure	Small farm sizes	Activity is mostly subsistence	•Organised training sessions
		Low farm inputs	Inaccessibility	Low yield	Low sales	•Creation of cooperatives and sales points
			Natural manure not well used	Low yield	Low sales	
			Poor tools	Small farm sizes	Mostly subsistence	
Forestry	Reduction in Forest Resources	Deforestation	Ignorance	Land Degradation		•Afforestation •Creation of forest units
		Over exploitation	Ignorance	Environmental Imbalance	Extinction of species	
		Illegal hunting	Cultural Practices	Loss of wildlife	Low income	
Ignorance						
Telecommunication	The population of the Santa council area is not sufficiently informed.	Poor Message transmission	Public announcements thwarted	Messages treated lightly	Call to action not treated seriously.	•Apply for telecommunication antennae •Installation of suggestion and feedback boxes.
		Poor Channels	poor Road network	Information reaches late	Actions taken late	
			Poor radio and television coverage	Opportunities not known	Many opportunities missed	
			No website and Poor internet connections	People are cut off	They lack integration.	
Poor feedback mechanism	poor Road	No knowledge on	Cooperation is			

			network	whether news reaches the people.	difficult.	
			Inadequate notice boards			
			No suggestion boxes			
Land Tenure	Procedures for legal land ownership are difficult.	Conflict of right	Some are disinherited	Poor planning in land usage	Land use not maximized.	<ul style="list-style-type: none"> •Definition of rights •Education and sensitisation •Compressed procedure for documents
		Inadequate information	no legal ownership established	Land can't be used as collateral	Loans not obtained	
		Population growth	Quarrel over land	Illegal acquisition of land	Land conflicts	
					Inter-tribal wars	
Administration and security.	Insufficient security and slow delivery of services	Absence of courts	Gov't procedures	Criminals take advantage	Some cases persist	<ul style="list-style-type: none"> •Creation of more police post •Organisation of regular coordination meetings Apply for a justice court in the Council area
		Police post are few	Gov't policy	All crimes not punished	Criminals hardened.	
		Ignorance in justice procedures	Law not sufficiently published	Crimes in ignorance	Avoidable cases in court.	
Secondary Education	Poor results.	Few teachers	Low salaries	Poor education.	Low grades	<ul style="list-style-type: none"> •Construction and suitable equipment of technical colleges •Provide adequate accommodation •Extension of
			Few trained teachers	Lack of skilled manpower	Few teachers overburdened.	
		Non conducive environment	Absence of Electricity/water	Some subjects(computer sc.) cannot be done	Some change their desired subjects	
			Inadequate infrastructures	Overcrowded classrooms	Cheating at exams.	

			Inadequate equipment	Practicals not done	Poor mastery of some science subjects.	water and electricity to schools
		Inadequate school materials	Less government support	Poor lessons delivered	Syllabus not covered.	<ul style="list-style-type: none"> • Offer didactic materials to schools • Equipping of lab.
Basic Education	Low Success in government public entrance Exams	Poor Staff	Few trained teachers	Poor work condition for teachers.	Job is not enjoyed	<ul style="list-style-type: none"> • Apply for trained teachers • Purchase of didactic materials • Construction of classrooms and offices • Increase number of desk/tables in school • Create playgrounds
			Inadequately trained	Lessons not effective	children fail at public exams.	
		Non conducive environment	Lack of amenities	Learning is dull	Education not admired	
		Inadequate Infrastructure	Insufficient funds	Overcrowded classrooms	Class control is difficult.	
		Inadequate Equipment	Shortage of funds	Some subjects not covered	Children lacking in untreated areas.	
		Lack of leisure facilities	No attention to leisure	Games are enjoyed.	Children are gloomy.	
Environment	Environmental Degradation	Erosion	Bush fire	Destruction of habitat	Loss of biodiversity	<ul style="list-style-type: none"> • Tree planting • Eradication of eucalyptus in precarious environment • Sensitization on waste disposals • Plant improved pasture
			Soil burning	Air pollution	Climate change	
		Unfriendly species are planted in the Bafut-ngemba forest	Limited access to good tree species	Loss of ground water	The growth of other tree species is hampered	
		Deforestation in: Bali-Ngemba, Mbei and Baba II forests	Demand for farmland.	Global warming.		
		Poor waste disposal in the Santa urban space.	No knowledge	Breeding of insects	Sickness.	

		Overgrazing	Poor quality pasture	Exposure of top soil	Soil infertility.	
Commerce	Slow Commercial Activities	Poor road network	Few buyers	low prices	Less profit	<ul style="list-style-type: none"> •Grading of roads to encourage buyers •Reduction in taxes •Regulation of power situation •Construction of storage structures
		Power failure	Load shedding	Deterioration of goods	Loss of capital	
		High taxes	Gov't policy.	Disincentive to sellers	Less production	
		Insecurity in markets	The markets in Baligham, Alatening and Baba II are not constructed	Movement of goods to and from home each time	Damage caused to perishables in movement	
Water	Inadequate supply of water	Low Quantity	No pipes for extension	Some area lack water.	Long distance to fetch water.	<ul style="list-style-type: none"> •Extension of water supply •Catchment protection •Rehabilitation of storage tanks •Cutting of eucalyptus and planting of water friendly trees around catchments
			few stand pipes	Over crowding at taps	Resort to poor sources.	
			-farming and eucalyptus trees in catchment area	Drop in water table.	Volume is small.	
		Poor quality water supply	No treatment Contamination by animals	Consumption of polluted water	Prevalence of diseases.	
Public Works	Poor state of the roads especially roads linking the	No maintenance	Negligence by authorities.	High cost of transport and increased risk of accident.	Deaths in accidents, Movement is discouraged	<ul style="list-style-type: none"> •Construction of bridges and culverts

	Villages and Santa central	Unconstructed bridges	Poor circulation	Low commercial activities		<ul style="list-style-type: none"> •Rehabilitation of roads leading to villages •Maintenance of existing roads
		Narrow roads	Unscrupulous contractors	Increased risk of accident.	Deaths on roads	
Livestock	Lesser production	Limited knowledge	No trainings	Activity remains small scale	No much profit.	<ul style="list-style-type: none"> •Apply for livestock technicians •Pasture improvement •Construction of animal fences •Introduction of better crossbreeds.
		Inadequate staff	Activity is not well monitored	Less quality nutritional intake	The animals are unhealthy.	
		Overgrazing	Poor pasture	No pasture in adverse season.	Demand for transhumance	
		Inappropriate species	No access to better species	Less productivity	Less income from livestock.	
Energy	Inadequate energy supply	<p>-electricity is not extended to a greater part of the village communities</p> <p>-inadequate supply of petrol and kerosene</p>	<p>Local generation of power not encouraged.</p> <p>Bad roads hinder transportation of petrol products</p>	<p>Some business cannot operate.</p> <p>Poor communication</p> <p>-limited processing</p>	<p>Unemployment.</p> <p>Limited access to needed services.</p>	<ul style="list-style-type: none"> •Apply for extension of electricity •Look for bigger capacity functional units •Encourage local production of power.

Women Empowerment	No good knowledge on opportunities and women's rights.	No women empowerment center. Less educated Less organised Less informed	Women ministry not fully penetrating the village. Only few women are taking the initiative to organise and inform others	Few functional women's group Less involvement in economic activities. Help that comes only to functional groups is missed.	Poverty among women. Talents not exploited.	<ul style="list-style-type: none"> •Mobilisation and sensitisation of women •Capacity building / training •Creation of women empowerment centers. •Creation of more women's CIGs
Youth Affairs	The expansion of youth economic and social activities is restricted	-very limited youth centers -Poor development of small enterprises - Limited access to government support programmes.	Inadequate ministerial funds Lack of capital. Procedure for government support is cumbersome.	Information on youth opportunities and career orientation does not reach the youths. Delinquency Unemployment among youths.	-the youths are dominant. -youths waste their time in bad activities High dependency.	<ul style="list-style-type: none"> •Provide funds for creation of animation centres •Facilitate procedures for granting support •Encourage entrepreneurship among youths

Sports	Sports activities are less competitive	- Limited sports infrastructures -Absence of training centres -Insufficient sponsorship of youth competitions	Insufficient means to create playgrounds and sports complexes. Few persons donate for sports festivals.	-sports events are few and poorly organised. -community elite have little interest in sports.	The community is not lively enough. Youths do not like to spend holidays in the Council area.	<ul style="list-style-type: none"> •Creation of infrastructure •Creation of training centres •Organisation of competition •Galvanise the elite to donate for sports events
Transport	High cost of transportation	limited transportation facilities -increase cost of fuel	bad and risky roads -fluctuation in fuel prices	Retard in development -transportation of building material is difficult.	Community is not exposed to new things. Most people prefer to construct outside.	<ul style="list-style-type: none"> •Digging more road •Road maintenance •Discount on fuel for rural transporters
Employment & Vocational Training	High rate of unemployment	-few job opportunities - limited skills	No big industries of factories. Very few professional training centres	Low income jobs -rural exodus -low standard	Poor condition of live. Inability to pay for basic services. Reduction in youthful population	<ul style="list-style-type: none"> •Apply for creation of vocational centres •Mobilisation and capacity building of youths •Revamp the coffee factory and Zaki Zaki factory.
Small And Medium Size Enterprises	The enterprises are not sustainable e.g santa coffee factory and the	The factories ran out of funds.	Poor management of activities. Lack of willing funders.	Loss of jobs and sources of livelihoods	this makes the santa council area to remain at subsistence level	<ul style="list-style-type: none"> •Organisation of capacity building seminars •Creation and

	Zaki poultry plant that closed down					promotion of small and medium size enterprises •Facilitate access to loans.
Mines And Industrial Development	Insufficient industrial activities	Limited finance. Lack of initiative in innovation. Limitation in quarry and sand exploitation.	Few financial institutions No interest in innovation Lack of tools for exploitation.	-industrial activities cannot expand -retard in industrialization -exploitation of quarry and sand remains small scale	-increased unemployment Development is at a slow pace. Little income from quarry and sand pits.	•Creation good conditions for financial institutions. •Organise capacity building for few operating entrepreneurs
Social Security	Social security services are limited to only a minute portion of the population	Serious administrative attention is not given to the services	Government policy	Many are not registered for pension pay and underprivileged (orphans, widows, differently able) are not sufficiently catered for.	These people feel excluded. They can't sufficiently afford for clothing, housing and education.	•Sensitization on need for social insurance. •Review of policies on how to help the disadvantaged.
Research and Innovation	Limited research structures	-high of establishing research structures. - little or nothing is allocated for research the available research results are not utilised	Equipment are expensive and - Government policy on research. .no land allocation for experimental	-Limited knowledge - agriculture and livestock is still at the primitive stage -plantations are not opened.	Stagnation of economic activities Some are dropping from farming to take up other jobs.	•Creation of a local research center. •Identification of research domains •Apply research results •Allocate land for agric

			farms			experimental farms. •Initiation of local research
Tourism	Poor management of touristic sites like lake Awing.	Limited finances to improve existing touristic sites Limited interest in tourism.	Financial allocation is not made for development of sites No knowledge on the value of the site.	-touristic sites are not fully valorised. -only few tourists know and visit some of the sites.	-less attractive to tourist -community misses out on income from this sector.	•Allocation of funds for development of sites •Development of promotion program •Identification and publicity of sites
Culture	Insufficient cultural halls -cultural diversity is not fully enjoyed.	-some halls are not completed -inadequate funds -culture is not advertised abroad	Communities have so many development priorities The ministry is far from the people	-some social events are not organised the people do not take part in national cultural and entertainment events.	Social satisfaction is not complete. The people feel excluded from mainstream national life.	•Help for the construction and completion of community halls •Bring the service of culture closer to the people
Housing and Urban Planning	Inappropriate construction	-Non- respect of norms -poor quality houses	Administration is not strict on applying town plan -building material is expensive.	Delivery of basic services like water and electricity to homes is made complex. -most persons live in undesirable homes	High cost of providing basic services. Poor conditions of living.	•Plan construction of houses following established town plan •Hence forth, demolish houses that do not respect norms

4.3 Table of Priority projects per village in the main sectors

The priority projects per village are presented in Table 22 below.

Table 22: Priority projects per village in sectors

S/N	SECTOR	VILLAGE	PRIORITY NEED
1	WATER AND ENERGY	Santa central.	<ol style="list-style-type: none"> -extension of electricity to Chu Ndolali, lower ntarrah, upper ntarrah and makemtikong increase the volume of water in the Santa Inter Village Water Scheme to supply all quarters in meforbe and santa village
		Alatening	<ol style="list-style-type: none"> Extend the Ngoh water project in to stand taps to Messing and Ntahfarm Change present single phase transformer to 3 phase
		NACDA-Awing	<ol style="list-style-type: none"> Reinforcement of electricity supply to a 3 phase cable line. Reconstruction of Alamiti water catchment.
		Akum	<ol style="list-style-type: none"> Create a water catchment at Nilap quarter Change of transformer from 1 phase to 3 phase
		Baba II	<ol style="list-style-type: none"> Maintenance of water catchments and tank Extension of electricity to Jegrenyi, Reyengho, GTC, Shum Ngang, Wummufone, Lelebe and Foh
		Mbu	<ol style="list-style-type: none"> Rehabilitation of water supply points to supply Mbu central and extend to GHS Chuboh Installation of a 3 phase transformers at Tingoh, Ndut, Mbu Central and Health centre.
		MBECDU-Awing	<ol style="list-style-type: none"> development of water catchment at Aziendzere extension of electricity to Aziendzere, Tanjang foo, Meppi, Azaneh, Mbesoh and Achielum.
		Kwada	<ol style="list-style-type: none"> Extension of water from Mitanyen to Nkankan, Asu and Atualah Extension of electricity from Atualah junction into Atualah up to Lup
		Ndasa	<ol style="list-style-type: none"> Construction of a catchment at Ngong to serve from New Town through Kwindegli to Ndapang through Bafren to Kongfune and from Ndapang to Ntaane Extension of electricity from Ndapang to Anyenghe, Asu to Mamben, Payack to Njumben and Kwindegli to New Town
		Budeca	<ol style="list-style-type: none"> Extension of Buchi community water line from Kongntoh through Kongsas to Matazem Installation of a 3-phase step down transformer at Buchi palace and extend electricity to the quarters of Lamoh, Malapah, Asoh, Kongntoh, Kongsas I and II, Niparwalla, Kongmadam I and II, Kongkibat and Kongmission.
		Baligham	<ol style="list-style-type: none"> extension of water supply to; Doua, Tango, Bosa, Ngwamifi and parts of Munongneba. installation of a high-power transformer.
		Mbei	Reconstruction of the Mbei water scheme Replacement of transformer at Ntoh Mbei.

		<i>Njong</i>	<ol style="list-style-type: none"> 1. Construction of Catchments at Nyaka 2. Extension of Water supply to Fulani Quarter and Nifumbong
2	EDUCATION	<i>Santa central.</i>	<ol style="list-style-type: none"> 1. Recruitment of 5 teachers at G.S Ntarrah 2. Creation and construction of secondary school at Ntarrah
		<i>Alatening</i>	<ol style="list-style-type: none"> 1. Construction of 6 classrooms at GS Alatening 2. Creation of a nursery school in Alatening.
		<i>Akum</i>	<ol style="list-style-type: none"> 1. Rehabilitation of 3 class rooms at CS Azaneh 2. Construction of 3 classrooms at GS mile 10
		<i>Baba II</i>	<ol style="list-style-type: none"> 1. recruitment of 2 teachers at GS Baba II 2. Creation of a nursery school
		<i>Mbu</i>	<ol style="list-style-type: none"> 1. Supply of 5 teachers at G.S Mbu 2. Construction of a Science Laboratory at GHS Chobou
		<i>Baligham</i>	<ol style="list-style-type: none"> 1. construction of 5 classrooms at G.S Mificat. 2. recruitment of 10 teachers for G.S.S Baligham
		<i>MBECDU-Awing</i>	<ol style="list-style-type: none"> 1. creation of a primary school at Aziendzere. 2. Construction of G.T.C Awing. (needs 10 classrooms, administrative block, 4 workshops)
		<i>Kwada</i>	<ol style="list-style-type: none"> 1. Construction of 6 classrooms and Administrative block at G.S Atualah 2. Supply of 6 teachers at G.S Atualah
		<i>Ndasa</i>	<ol style="list-style-type: none"> 1. Construction of 6 classrooms and Administrative block at G.S Kwindegli 2. Construction of 15 classrooms/Administrative Block in GSS Ndapang
		<i>Budeca</i>	<ol style="list-style-type: none"> 1. Construction of 2 classrooms at G.S Muwah 2. Complete construction of G.S.S Buchi
		<i>NACDA-Awing</i>	<ol style="list-style-type: none"> 1. construction of 6 classrooms at G.S Atujom 2. Construction of 5 classrooms at GBSS Alamiti
		<i>Njong</i>	<ol style="list-style-type: none"> 1. Construction of 6 classrooms and Administrative block at G.S MAWENJANG 2. Construction of 6 classrooms and Administrative block at G.S Banjong
3	HEALTH	<i>Santa central.</i>	<ol style="list-style-type: none"> 1. Creation and construction of IHC in Santa village 2. creation and construction of IHC in meforbe
		<i>Alatening</i>	<ol style="list-style-type: none"> 1. Construct and equip an integrated Health Center
		<i>Akum</i>	<ol style="list-style-type: none"> 1. Construction of the Health Centre and upgrade to a cottage hospital 2. supply of Equipment
		<i>Baba II</i>	<ol style="list-style-type: none"> 1. Equip the integrated health centre 2. Need a resident doctor
		<i>Mbu</i>	<ol style="list-style-type: none"> 1. Construction and equipping of the integrated health centre Mbu 2. Rehabilitation and equipping of a maternity at IHC Mbu
		<i>Baligham</i>	<ol style="list-style-type: none"> 1. construction of a patient ward at the IHC 2. supply of the following equipment; adult and children scale, height scale, forceps of various

			sizes, BP apparatus and delivery bed pans
		MBECDU-Awing	<ol style="list-style-type: none"> 1. creation and construction of health center at Aziendzere 2. creation and construction of health center at Achielum
		Kwada	<ol style="list-style-type: none"> 1. Construction and equipping of the integrated health centre at Ngali 2. construction of a theatre at C.M.A Pinyin
		Ndasa	<ol style="list-style-type: none"> 1. Construction and equipping of the Integrated Health Centre Ndapang 2. Creation and construction of I H C at Kwindegli
		Budeca	<ol style="list-style-type: none"> 1. 1. construction and equipping of the Buchi Health centre 2. Supply of nurses, lab technician, pharmacy attendant, security guards.
		NACDA-Awing	<ol style="list-style-type: none"> 1. Opening of pharmacy at Sub Divisional hospital Awing 2. Purchase of laboratory equipment for the Awing health center and the Awing sub divisional hospital.
		Mbei	<ul style="list-style-type: none"> - Construction of an integrated health centre in Mbei - Construction of an x-ray department and radiology for the District Hospital
		Njong	<ol style="list-style-type: none"> 1. Construction of a health Unit at Ntahnsen 2. construction of a health unit at Mande
4	PUBLIC WORKS	Santa central.	<ol style="list-style-type: none"> 1. rehabilitation of the Haousa – Nkongnka road 2. rehabilitation of the road: meforbe palace – D.O's office
		Alatening	<ol style="list-style-type: none"> 1. Rehabilitation of Alabong-nebareh-Chomba road 2. Rehabilitation of Ngoh-Ntareh-Mbei road.
		Akum	<ol style="list-style-type: none"> 1. Grading \$ 2 bridges Balek-muchou-Bagfon-Nilap 2. Grading of the road: mile 6-Songunulah –mile 5
		Baba II	<ol style="list-style-type: none"> 1. rehabilitation of Ngongog-Chobou 4 bridges 2. rehabilitation of the road: Ngongog - Tarre
		Mbu	<ol style="list-style-type: none"> 1. Rehabilitation of the road: Mbu through Baba II to Chomba 2. rehabilitation of the road : G.H.S Mbu - Bali
		Baligham	<ol style="list-style-type: none"> 1. rehabilitation of santa – Baligham road 2. construction of the Ndonwud bridge (santa-baligham road)
		MBECDU-Awing	<ol style="list-style-type: none"> 1. construction of bridges on Aziendzere-Tanjang road 2. rehabilitation of road: Awing – coffee Estate – mile 12 – Santa
		Kwada	<ol style="list-style-type: none"> 1. Rehabilitation of the road from Atualah through Ngong to Mesaw and through Ngali to Asu 2. Rehabilitation of the road from Atualah through Lup to Mesaw
		Ndasa	<ol style="list-style-type: none"> 1. rehabilitation of the road: Atuagoh through New Town to Mbekyen 2. rehabilitation of the road: Ndapang through Ntaane to KWADA area

		<i>Budeca</i>	<ol style="list-style-type: none"> 1. Rehabilitation of the road from Kongkibat – Kongsas - Nkouri 2. Rehabilitation of the road from Niparwalla - Kongkibat
		<i>NACDA-Awing</i>	<ol style="list-style-type: none"> 1. rehabilitation of the road: mile 10 – Awing (grading) 2. rehabilitation of the road: Mbenten – Mbenjom.
		<i>Mbei</i>	<ul style="list-style-type: none"> - rehabilitation Ntoh – G.B.H.S (1 bridge) - rehabilitation Ntoh- Wumbon(1 bridge)
		<i>Njong</i>	<ol style="list-style-type: none"> 1. Rehabilitation of the road from Mile 13 through Njong Palace to Mangong (2bridges) 2. Rehabilitation of the road from Petrol Station to Nyaka (4bridges)
5	COMMERCE	<i>Santa central.</i>	<ol style="list-style-type: none"> 1. construction of toilets in matazem and Wednesday markets 2. rehabilitation of market sheds in Santa market
		<i>Alatening</i>	<ol style="list-style-type: none"> 1. Construction of sheds in main Market 2. Construction of a toilet at market square
		<i>Akum</i>	<ol style="list-style-type: none"> 1. Construction of lock up sheds at the Akum Market 2. construction of modern toilets in the market
		<i>Baba II</i>	<ol style="list-style-type: none"> 1. Construction of a Market in Baba II
		<i>Mbu</i>	<ol style="list-style-type: none"> 1. building of sheds in the market 2. building of toilets at the market
		<i>Baligham</i>	<ol style="list-style-type: none"> 1. construction of a warehouse to stock Garri 2. construction of a market toilet.
		<i>MBECDU-Awing</i>	<ol style="list-style-type: none"> 1. construction of a toilet(12 rooms) in the main market 2. construction of sheds (50)
		<i>Kwada</i>	<ol style="list-style-type: none"> 1. Construction of a market at Nipen
		<i>Ndasa</i>	<ol style="list-style-type: none"> 1. construction of the Ndapang market 2. Construction of new markets at Atuagohm and Mana'ah
		<i>Budeca</i>	<ol style="list-style-type: none"> 1. Construction of the market at Asoh 2. Construction of present Buchi Market at Kongsas I
		<i>NACDA-Awing</i>	<ol style="list-style-type: none"> 1. planning of the market and construction of additional market sheds 2. construction of a market toilet
		<i>Mbei</i>	Construction of a market at Ntoh Mbei
		<i>Njong</i>	<ol style="list-style-type: none"> Rehabilitation of the Njong Square market 3. Construction of a warehouse at Mile 12 for storage of cooperative
6	TRANSPORT.	<i>Santa central.</i>	<ol style="list-style-type: none"> 1. Installation of stand tap at the motor park. 2. selection of site and construction of a motorcycle park
		<i>Alatening</i>	
		<i>Akum</i>	<ol style="list-style-type: none"> 1. Creation of a motor park at Kaptcho 2.
		<i>Baba II</i>	<ol style="list-style-type: none"> 1. Creation of a motor park in Baba II
		<i>Mbu</i>	<ol style="list-style-type: none"> 1. Construction of a motor park at the market
		<i>Baligham</i>	<ol style="list-style-type: none"> 1. construction of a motor park. 2. designation of a motorbike park.
		<i>MBECDU-</i>	<ol style="list-style-type: none"> 1. creation of a new motor park at a new site.

		<i>Awing</i>			
		<i>Kwada</i>	1. Construction of a motor park at Mitanyen		
		<i>Ndasa</i>	1. Construction of a motor park in the market at Ndapang.		
		<i>Budeca</i>	1. Construction of a motor park at Buchi main market		
		<i>NACDA-Awing</i>	1. general construction of the park to provide a park office and enough parking space for cars, passengers and luggages. 2. formation and organization of public transporters union.		
		<i>Mbei</i>	3.		
		<i>Njong</i>	Construction of a motor park at Njong Square		
7	CULTURE	<i>Santa central.</i>	1. construction of hall at Soshi 2. construction of hall at njindam quarter.		
		<i>Alatening</i>	1. Completion of the multipurpose hall 2. Complete re-construction of Alatening palace		
		<i>Akum</i>	1. Reconstruction of the Akum Palace 2. Rehabilitation of the community hall		
		<i>Baba II</i>	1. Construction of the Baba II Palace 2. Construction of a Community hall		
		<i>Mbu</i>	1. Renovation of palace hall and supply of furniture and sound system 2. Construction of a museum.		
		<i>Baligham</i>	1. construction of a community hall at metaneba 2. construction of a hall at mombe		
		<i>MBECDU-Awing</i>	1. Construction of a community hall at Mbeme. 2. Construction of a community hall at Mbetu		
		<i>Kwada</i>	1. Construction of a community halls at Atualah and Mesaw 2. Construction of Pinyin Language and Bible Translation centre at Ngali		
		<i>Ndasa</i>	1. Construction of community halls at Kwindegli and Nikwine 2. Renovation of the Meshih palace hall and supply of furniture		
		<i>Budeca</i>	1. Construction of a community hall at Kongntoh 2. Construction of a cultural centre at Kongntoh		
		<i>NACDA-Awing</i>	1. Completion of construction works on the NACDA womens' hall 2. Completion of the museum in Njom quarter		
				<i>Mbei</i>	Opening of a Literacy centre in the Cultural Hall
				<i>Njong</i>	1. Rehabilitation of the Njong Community Hall 2. Construction of the Njong Palace
		8	ENVIRONMENT AND NATURE PROTECTION.	<i>Santa central.</i>	1. sensitization campaign on environmental protection 2. planting of 300 water friendly trees around the meforbe catchment area.
<i>Alatening</i>	1. Planting of 30000trees in the community forest and along water catchment at Ngoh and Alabong 2. Environmental education				
<i>Akum</i>	1. Protection of catchment areas by planting water friendly trees 2. environmental education				
<i>Baba II</i>	1. Protection of catchments & community forest area				

			<ul style="list-style-type: none"> by planting water friendly trees 2. Transformation of medicinal plants in the forest
		Mbu	<ul style="list-style-type: none"> 1. Planting of environmentally friendly trees especially at catchments areas. 2. Supply of waste disposal systems within the community
		Baligham	<ul style="list-style-type: none"> 1. sensitisation on environmental protection 2.
		MBECDU-Awing	<ul style="list-style-type: none"> 1. planting of water friendly trees at the catchment area. 2. organization of awareness campaign on environmental protection
		Kwada	<ul style="list-style-type: none"> 1. Planting of environmentally friendly trees at the catchments areas 2. Sensitisation on the protection of the environment
		Ndas	<ul style="list-style-type: none"> 1. Planting of environmentally friendly trees. 2. Environmental education is needed
		Budeca	
		NACDA-Awing	<ul style="list-style-type: none"> 1. Sensitization on environmental protection.
		Mbei	<ul style="list-style-type: none"> 1. Planting of environmentally friendly trees at the catchments areas and Mbei community forest 2. Sensitization the protection of the environment
		Njong	<ul style="list-style-type: none"> 1. Planting of environmentally friendly trees at the catchments areas of Manjong and Nyaka 2. Sensitization on the protection of the environment

CHAPTER 5. STRATEGIC PLANNING

5.1 Visions and objectives of the CDP

Vision Santa Council: in order to be in touch with the development demands of the time, the Santa Council works to improve the standard of living of the population of Santa sub-division in social, cultural, infrastructural, economic & political domains reflecting transparency, accountability and participation.

The LSO working with the council authorities to bring out the CDP has as objectives to;

- To increase and enable inhabitants of the Council area have access to basic services (Schools, water, energy, movement, communication, etc.) by 2015 ;
- identify different stakeholders and their roles in the development of infrastructures in the Council area by 2015;
- sensitize citizens on the necessity of a social mobilization on the elaboration process of the development of communal plan and more than anything its implementation

5.2 Logical framework by sector (Marginalized populations inclusive)

The logical framework of the 28 sectors is presented as follows;

Table23: Logical Framework Basic Education

Sectorial Strategy of MINISTRY OF BASIC EDUCATION Ensuring basic education for all.		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Improve academic accessibility and performance within the Santa Council area	50% of basic educational institutions are accessible with required structures, equipment and staff level in the Council area by 2035	FSLC results Sequence results sheets	Political, economic and social stability	No strikes, wars and inflations	Normal activity of the population
Specific objectives	Recruitment of sufficient trained staff	All schools in Santa have more than 80% of the required trained staff by 2035	Inspectorate of Basic Education's reports	Adequate finances for recruitment available	80% of the budget for recruitment available	Bank receipts
	Provision of adequate infrastructure	50% of the needed classrooms are constructed by 2035	Inspectorate of Basic Education's reports	Finances for the construction available	80% of the budget for construction available	Bank receipts
	Supply of adequate didactic materials	95% of the required didactic materials in each school is supplied at the beginning of the academic year	Inspectorate of Basic Education's reports	Disbursement for didactic materials made	80% of the budget disbursed	Bank receipts
Results	84 trained staff needed are recruited and posted in Some schools	90% of recruited staff are effectively teaching by 2035	Inspectorate of Basic Education's reports	Unemployed trained staff are available	Number recruited and posted	Inspectorate of Basic Education's reports
	214 classrooms needed are constructed in some schools in Santa by 2035	70% of the needed classrooms are constructed by 2035	Inspectorate of Basic Education's reports	Adequate resources are mobilised	Number of classrooms constructed	Field observations Annual reports
Activities: 1.1 Apply for recruitment of 84 trained staff for some schools in Santa by the government 2.1 Feasibility studies on the construction of classrooms 2.2 Construction of 214 classrooms 2.3 Supply of 2934 benches					Estimates 1.000.000 20.000.000 5.000.000 1.064.000.000	

Source: Compiled from survey data 2011

Table 24: Logical Framework Livestock, Fisheries and Animal Industries

Sectorial Strategy of MINISTRY OF LIVESTOCK, FISHERIES AND ANIMAL INDUSTRIES		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Improve livestock and fishery production	20% increase in livestock production by 2035	MINEPIA sub divisional delegation reports	Ability of the local population to adopt innovations	Number of people who apply the techniques by 2035	Annual reports from livestock
Specific objectives	Improve livestock production techniques	75% of the breeders change from traditional to modern production techniques by 2035	MINEPIA sub divisional delegation reports	Adequate collaboration of the local population	Number of people collaborating	Attendance sheets
	Ensure pasture improvement	30% of grazing land is improved by 2035	Sub divisional delegation annual reports Field observations	Absence of Natural disasters	Normal grazing activities	Field observation
	Reduce animal diseases	80% of livestock are disease free by 2035	MINEPIA sub divisional delegation reports	Favourable government policy	Number of healthy animals	MINEPIA sub divisional delegation reports
	Provision of trained animal technicians	5 additional trained animal technicians are posted to serve the villages within the Santa Council area by 2035	MINEPIA sub divisional delegation reports	Financial stability	Number of animal technicians recruited	Recruitment list
Results	Livestock production techniques improved	75% of breeders change from local to modern production techniques by 2035	MINEPIA sub divisional delegation reports	Collaboration of the local population	Number of participants	Attendance sheets and minutes
	Grazing land improved	30% of grazing lands are cultivated with improved pastures by 2035	Field observations MINEPIA sub divisional delegation reports	Favourable climate	Abundant healthy pastures	Field observations
	Animal species are healthy	80% of the animal species are healthy by 2035	Veterinary statistics	No outbreak of diseases	Number of healthy animals	Annual veterinary reports
	Trained animal technicians are recruited and posted	5 additional animal technicians are recruited and posted in all the villages by 2035	Recruitment lists	Financial stability	Number of animal technicians recruited and posted	Recruitment list

Activities:	Estimates
1.1 Feasibility studies in various production techniques	1.000.000
1.2 Training of representatives of livestock breeders per animal species from villages in production techniques	2.000.000
1.3 Monitor and evaluate activities	1.500.000
1.4 Construction of the Zoo-technical and veterinary centre	30.000.000
1.5 Develop a fish pond at Ngali, Awing and Baligham	1.500.000
2.1 Planting of improve pasture at the following places; Ntarah, Mile 10 Cattle Market, Meshin Cattle market, Akak and Baba II	1.000.000
3.1 Construction of 2 cattle dips and drinking troughs at Tisagli and Nyuwah	1.500.000
3.2 Construction of 2 cattle dips and drinking troughs at grazing zones in Ntarah and Bagfon	12.500.000
3.3 Construction of salty trough at the grazing zone in Baba II	1.500.000
3.4 Construction of 2 cattle dips and drinking troughs at the grazing zone in Baba II	1.000.000
3.5 Construction of crush at the grazing zone in Baba II	1.000.000
3.6 Construction of 2 cattle dips and drinking troughs s at Mbei Grazing zone	5.000.000
3.7 Construction of 2 cattle dips and drinking troughs at Nyaka	
3.8 Monitoring and evaluation	
4.1 Apply for recruitment and posting of 5 animal technicians in to work Zoo-technical and Veterinary centres	

Source: Compiled from survey data 2011

Table 25: Logical Framework Agriculture and Rural Development

Sectorial Strategy of MINISTRY OF AGRICULTURE: Modernisation and mechanisation in agriculture production		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Improve farm production	Total farm production of major crops doubled by 2035	MINADER sub divisional delegation reports	Global natural disaster	No disasters	Continuous farming
Specific objectives	Provide a conducive environment for improved production	Agricultural technicians available for technical assistance in all villages by 2035	MINADER sub divisional delegation reports	Financial stability	When agricultural technicians are recruited	Recruitment decision
	Provide improved input materials	when 90 % of the farmers have about 70 % of improved seeds and fertilizers	MINADER sub divisional delegation reports	Availability of extension services	90 % of farmers are provided with inputs	Distribution list and annual reports
	Improve the use of compost manure	When 90 % of farmers increase the use of compost manure from 20 % to 70 %	MINADER sub divisional delegation reports	Availability of extension services	90 % of farmers are provided with inputs	Distribution list and annual reports

	Develop techniques to control pests and diseases	90 % of farmers will witness a decline by 90 % of crops infected by pest and disease	MINADER sub divisional delegation reports	Availability of extension services	90 % of farmers master the techniques of pest and disease control	MINADER sub divisional delegation reports
Results	Support structures and personnel are available	75% of the required technicians are posted to the various villages under the Santa Council area by 2015	MINADER sub divisional delegation reports	Financial resources available	70% of the required staff are recruited	Recruitment list
	Farmers are equipped with improved seeds and fertilizers	80% of the seeds cultivated by farmers are improved	Field observations	Adoption by farmers	More than 60% of farmers embrace the use of improved seeds	Farmer registration lists
	Individual farmers increase the use of compost manure	60% of farmers adopt the use of compost manure	Field observation	Farmer collaboration	More than 60% actually use organic maure	Field observation
	Various techniques to control pests and diseases are developed and mastered by the farmers	Pests and epidemics are reduced to less than 20% present prevalence rate	Field observation MINADER sub divisional delegation reports	Farmer collaboration	80% of farmers actually employ pest control techniques	Field observation
Activities:					Estimates	
1.1 Construction and equipment of 3 agricultural posts in Ngali and Mesaw, Ndapang and Buchi					30.000.000	
1.2 Rehabilitation of the Akum-BAMA Agric-post in the zone					1.000.000	
1.3 Creation of a multipurpose Agricultural training centre in Njong Village					1.000.000	
1.4 Apply for the Recruitment of 5agric technicians					27.000.000	
1.5 Follow up mechanisms					22.000.000	
2.1 provision of 60 tons of improved seeds to maize farmers during the first year					50.000.000	
2.2 provision of 55 tons of improved beans seeds to farmers during the first year					6.000.000	
2.3 Provision of 80 tons of improved potatoes seeds to farmers during the first year					2.000.000	
2.5 Provision of 3 tons of rice seeds to rice farmers during the first year					2.050.000	
2.5 Organise and train farmers on seed production in all the main crop species produced					850.000	
3.1 Sensitisation and education of the population on the importance of compost manure					1.500.000	
3.2 Construction of 7 pilot composts					1.000.000	
3.3 Evaluation and monitoring					3.000.000	
5.1 Sensitisation on the various kinds of crop pests					1.500.000	
5.2 Organisation of trials, demonstration units and training sessions for each of the villages by NGO and LSO					1.000.000	
5.3 Orgnaisation of Farmers into Common Initiative Groups						
5.5 Monitoring and evaluation						

Source: Compiled from survey data 2011

Table 26: Logical Framework Public Works

Sectorial Strategy of MINISTRY OF Public Works		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Improve on the state of the roads	70% of the entire road network in Santa are graded by 2035	Field observations Public works departmental reports	Financial and technical resources are available	At least 70% of resources are mobilized by 2035	Reports of resource mobilisation
Specific objectives	Ensure regular road maintenance	70% of roads are in good state by 2035	Field observation Reports	Adequate collaboration with the community made	At least 50% of the communities have started collaboration by 2035	reports
	Extend the road network	Number of new roads constructed by 2035	Field observation and reports	Environmental stability	At least 90% of the environment is suitable	Field observation Field reports
Results	Road maintenance is regular	70% of the roads are maintained by 2035	Field observation and reports	Financial and technical support is available	At least 70% of the resources are available by 2035	Report of resource mobilisation
	Road network is extended by 2035	At least 600km of good road network is available in the Santa municipality by 2035	Field observation and reports	Environmental stability	Population willing to sacrifice land for road network extension	Reports
Activities: 1.1 Sensitisation 1.2 Organise community work 1.3 Construction and rehabilitation of 600km of roads 1.4 Construction of road structures					Estimates 1.500.000 15.000.000 9.859.085.620 2.090.020.000	

Source: Compiled from survey data 2011

Table 27: Logical Framework Culture

Sectorial Strategy of MINISTRY OF CULTURE		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Uphold values and norms of the Santa community	At least 70% of the cultural values and norms of the Santa people are re-established by 2035	Cultural manifestation	Collaboration with the local population	At least 80 % of the population is collaborating	MINCULT Report Local Cultural meeting report
Specific objectives	Re-establish missing values and norms in the communities	70% of values and norms are re-established by 2035	Documentaries Write ups	Collaboration with the local population	At least 80 % of the population is collaborating	MINCULT Report Local Cultural meeting report
	Review laws and values that have no bases	70% hindrances to the wellbeing of individuals are identified and eliminated by 2035	Cultural manifestation	Collaboration with the local population	At least 80 % of the population is collaborating	MINCULT Report Local Cultural meeting report
	Coordinate cultural activities of the Council area	A structure is set up by 2035	reports	Collaboration with the local population	At least 80 % of the population is collaborating	MINCULT Report Local Cultural meeting report
Results	Values and norms are re-established	70% of values and norms are re-established by 2035	Documentaries Write ups	Collaboration with the local population	At least 80 % of the population is collaborating	MINCULT Report Local Cultural meeting report
	Negative laws within culture are eliminated	70% hindrances to the wellbeing of individuals are identified and eliminated by 2035	Cultural manifestation	Collaboration with the local population	At least 80 % of the population is collaborating	MINCULT Report Local Cultural meeting report
	Cultural activities are coordinated	A structure is set up by 2035	reports	Collaboration with the local population	At least 80 % of the population is collaborating	MINCULT Report Local Cultural meeting report
Activities:					Estimates	
1.1 Recollection of values and norms (knowing our rights, the origin, duties, obligations, the meaning of names, etc.)					20.000.000	
1.2 Capitalisation of values and norms in documents					5.000.000	
2.1 Setting up and functioning of a commission to examine community laws and ethics					9.000.000	
2.2 Workshop to validate ethics					2.000.000	
3.1 organise annual meetings to assess cultural activities of the Council area					15.000.000	
3.2 rahabilitation of community halls in Awing						
1.3 Construction of a community hall at Atualah, Ndapang, Baba II, Soshi, Njindam, Baligham and Kongsa						
1.4 Construction of Pinyin Language and Bible Translation centre at Ngali						
1.5 Renovation of the Multi-Purpose hall in Pinyin and Alatening						
1.6 Supply of furniture and sound system in Pinyin Multi-Purpose hall						
1.7 Construction of a museum in Pinyin, Ndapang, Mbu, Ntaw Santa and Njong						
1.8 Construction of a cultural centre at Buchi Palace						

1.9 Reconstruction of the Akum Palace, Alatening Palace, Baba II palace, Mbu Palace and Njong Palace 1.10 Rehabilitation of community hall in Akum, Njong 1.11 Rehabilitation of the road to the International Museum 1.12 Rehabilitation of museum at ntwaw meforbe 1.13 Construction of a Literacy centre at the Mbei Community Hall	
--	--

Table 28: Logical Framework Health

Sectorial Strategy of MINISTRY OF HEALTH Access to quality health services and basic drugs		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Improve health care facilities within the Santa Council area	95% of the population have access to health care services and facilities by 2035	Consultation registers	Adequate collaboration with the Ministry	Number of meetings with Ministry and content of discussion	Meeting reports
Specific objectives	Recruit more trained health personnel	At least 5 medical doctors 40 nurses, 6 reproductive nurses and 6 Laboratory Technicians are recruited in government institutions by 2035	District Medical office report	Adequate collaboration with the Ministry	Number of meetings with Ministry and content of discussion	Meeting reports
	Improve infrastructures in existing health units within Santa Council area	At least 3 health units are constructed by 2035 New structures are added to existing structures by 2035	District Medical office report	Adequate collaboration with the Ministry	Number of meetings with Ministry and content of discussion	Meeting reports
	Create more health centres and upgrade existing health units	Number of new health units created and upgrading of existing ones by 2035	District Medical office report	Adequate collaboration with the Ministry	Number of meetings with Ministry and content of discussion	Meeting reports
	Provide medical equipments	At least 5 Refrigerators and 200 beds are supplied to health units by 2035	Material available at various health units	Government and donor willingness	Number of equipment supplied	Equipment list of various health units
Results	Trained health personnel are recruited	80% of the health units have 75% of trained personnel required	Health district staff list	Trained unemployed medical personnel are available	Number recruited and posted	District medical annual reports
	New health units are available	At least 3 health units are constructed by 2035 New structures are added to existing structures by 2035	District Medical office report	Adequate collaboration with the Ministry	Number of meetings with Ministry and content of discussion	Meeting reports
	Health centres are created in the Santa Council area	Health centres increased by 1 health units	Annual report from the district hospital	Adequate resources are mobilised	Number of integrated health centres constructed	Annual reports

	Refrigerators and 200 beds provided	At least 5 Refrigerators and 200 beds are supplied to health units by 2035	Material available at various health units	Government and donor policy	No conditionality in government and donor policy	Policy document
Activities:					Estimates	
1.1 Apply for the recruitment of more medical personnel (5 medical doctors and 52 nurses)					1.000.000	
2.1 Construction of 3 health units (Santa Urban, Menka and Buchi)					150.000.000	
2.2 Construction of decation boundary around the District Hospital Santa					40.000.000	
2.3 Construction of an administrative and emergency service in the District Hospital Santa					30.000.000	
2.4 Construction of 1 theatre at the District Hospital Santa					20.000.000	
2.5 Construction of 1 X-Ray department at the District Hospital Santa					35.000.000	
2.6 Construction of 1 mortuary of 12 boxes at the District Hospital Santa					50.000.000	
2.7 Construct 1 borehole at the District Hospital Santa					10.000.000	
2.8 Construct of 1 Doctor residence at the District Hospital Santa					15.000.000	
2.9 Construct of 1 Nurse residence at the District Hospital Santa					12.000.000	
2.10 Construction of 2 wards (men and women) at the District Hospital Santa					30.000.000	
3.1 construction of a theatre at C.M.A Pinyin					20.000.000	
3.2 Construction of a maternity at C.M.A Pinyin					10.000.000	
3.3 Construction of 2 wards and basic hospital equipment at C.M.A Pinyin					30.000.000	
3.4 Construction of a mortuary at C.M.A Pinyin					30.000.000	
3.5 Supply of electricity Power supply to the Akum IHC					10.000.000	
3.6 Creation of 1 health unit at Nipele (Awing)					60.000.000	
4.1 Equip 5 health units (Akum, Awing, Buchi, Menka and Ndapang) with refrigerators					2.500.000	
4.2 Equip hospital with 200 beds					10.000.000	

Source: Compiled from survey data 2011

Table 29: Logical Framework Secondary Education

Sectorial Strategy of MINISTRY OF SECONDARY EDUCATION Provide quality secondary education		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Improve secondary education infrastructures for academic performance within the Council area	80% success recorded at the secondary educational level in all schools within the Council area	GCE board results Progress report from schools	Socio-political and economic stability	No strike actions, wars and conflicts	Normal activity of the population
Specific objectives	Recruitment of sufficient trained staff	All schools have more than 80% of the trained staff required by 2035	Secondary education annual reports	Adequate recruitment finances available	80% of the recruitment budget available	Bank receipts and accounts
	Provision of adequate infrastructure	50% of the needed classrooms are constructed by 2035	Annual reports for secondary education	Finances for the construction activities available	80% of the construction budget available	Bank receipts and accounts
	Supply of adequate didactic materials	90% of the required didactic materials in each schools is supplied at the beginning of every academic year	School reports	Disbursement for didactic materials made	80% of the budget disbursed	Bank receipts and account
Results	The number of trained staff needed are recruited and posted in all secondary schools	All schools have more than 80% of the trained staff required by 2035	Secondary education annual reports	Adequate recruitment finances available	80% of the recruitment budget available	Bank receipts and accounts
	50 classrooms needed are constructed in schools under the Santa Council area by 2035	50% of the needed classrooms are constructed by 2035	Annual reports for secondary education	Finances for the construction activities available	80% of the construction budget available	Bank receipts and accounts
	All schools are supplied with the needed amount of stationeries	90% of the required didactic materials in each schools is supplied at the beginning of every academic year	School reports	Disbursement for didactic materials made	80% of the budget disbursed	Bank receipts and account
Activities:					Estimates	
1.1 Apply for recruitment of sufficient trained staff (100)					1.000.000	
1.2 Redistribution of staff in all schools under Santa according to school requirements					500.000	
2.1 Feasibility studies on the construction of classrooms					3.000.000	
2.2 Construction of 50 classrooms					187.500.000	
2.3 Construction of 200 benches					6.000.000	
2.5 Monitoring and evaluation of construction work					1.850.000	
3.1 Provision of adequate chalk, text books and school registers at the beginning of every academic year.						

Source: Compiled from survey data 2011

Table 30: Logical Framework Forestry and Wildlife

Sectorial Strategy of MINISTRY OF FORESTRY AND WILDLIFE Provide adequate resources		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Improve forest resources within the Santa Council area	Forest resources are increased by 25% by 2035	Annual report from sub divisional delegation of forestry	Proper collaboration with the local population	Number of turn outs in meetings	Attendance sheets and minutes
Specific objectives	To prevent illegal hunting in the forest	90% of poachers have acquired hunting formalities by 2035 The Tubah /Awing Chimpanzee corridor is protected by 2035	Annual report from sub divisional delegation of forestry	Proper collaboration with the local population	Number of turn outs in meetings	Attendance lists
	Prevent over exploitation of timber and non timber forest products	90% of timber and non timber products are exploited within the norms of the regulation by 2035	Field observations Annual report from sub divisional delegation of forestry	Proper collaboration with the local population	Number of turn outs in meetings	Attendance lists
	Promote rational management of natural resources	90% of activities practised in the forest are sustainable by 2035	Annual report from sub divisional delegation of forestry	Proper collaboration with the local population	Number of turn outs in meetings	Attendance lists
Results	Hunting is regulated	90% of the threatened wildlife species like the Bannerman's Turaco and chimpanzee are protected	Annual report from sub divisional delegation of forestry Hunting permits	Permits are issued in accordance with the regulations	Number of permits issued	MINFOF permit register
	Timber and non timber forest products are harvested following regulations	90% of hunters have permits and respect the norms in place	Sectorial annual reports	-Permits are issued in accordance with the regulations -decentralised authorities have total power to implement laws	Number of permits	MINFOF permit register
	Forest activities are sustainably managed	Forest land areas are increased by 10% by 2015 At least 10% Eucalyptus is replaced by natural or environmentally adapted species in catchment areas of the Bafut Ngemba and Bali Ngemba reserves	Annual report from sub divisional delegation of forestry	Proper collaboration from the local population	Number of turn outs in meetings	Attendance lists Minutes
Activities: 1.1 Sensitisation and education of hunters					Estimates 1.000.000	

1.2 Issue of hunting permits	2.000.000
1.3 Implementation of the regulatory measures (Purchase of 03 Motor Bikes and employment of 03 Forestry Technicians)	30.000.000
1.4 Monitoring and evaluation	3.000.000
2.1 Sensitisation of exploiters of timber & NTFP	1.500.000
2.2 Issue of exploitation permits	6.000.000
2.3 Implementation of regulatory rules (use of same equipment and personnel as in 1.3 above)	
2.5 Monitor and evaluate	3.000.000
3.1 Sensitisation on forest management	1.500.000
3.2 Implementation of a regulatory mechanism (Regeneration and creation of forest units)	50.000.000
3.3 Monitoring and evaluation	3.000.000

Source: Compiled from survey data 2011

Table 31: Logical Framework Labour and Social Security

Sectorial Strategy of MINISTRY OF LABOUR & SOCIAL SECURITY		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Improve conditions of workers and pensioners within the Santa Council area by 2035	90 % of workers and pensioners in Santa receive appropriate treatment by 2035	Labour and social security reports	Good labour/social policies implementations and follow up	Improved working conditions	Quarterly reports from the social security services
Specific objectives	Facilitate the payment procedures of pension dues in the Santa Council area by 2035	90 % of pensioners in Santa receive their dues immediately after work carrier	Pensioners' pay slips Labour and social security pay registers	Payment procedures and contracts are strictly followed	When pensioners receive their dues	Pay slips
	Promote the regular payments of workers' salaries in the Santa Council area	95 % of workers in Santa are regularly paid at the end of every month	Workers' pay slips Workers' unions	Financial and economic stability	High purchasing power	Market receipts and records Investment receipts
	Creation of a social security centre in Santa by 2035 and workers' education	All workers and pensioners are directly paid in Santa by 2035	Pensioners and workers' payslips Workers' unions	Good sectorial strategy	Creation of centres at council level	Field observation Official investment gazette
	Ensure a clear specification of teams of contract and protection of workers and its implementation in Santa by 2035	95% of workers are notified before layoff All workers are protected by Industrial act	Workers' union records	Good sectorial policies	Implementation of texts	Periodic reports

	Ensure hygienic and safety conditions of workers	80% of workers work in good, hygienic and protective conditions	Field Observations, Health report, Office report	Collaboration for healthy working conditions of workers	Meeting between workers and employers	Periodic reports
Results	Pensioneers in Santa receive their dues the first month after retirement	90% of retired workers receive their dues the first month after termination	Pensioneers association in Santa	Payment procedure policies are implemented	Level of implementation	Periodic reports
	Workers salaries are regularly paid in Santa by 2035	All salary dues are paid at the end of every month	Pay slips Payment records of employers	Stable economic environment	High purchasing power	Market records
	Social security centre office created in Santa by 2035 and workers well trained	Workers and pensioneers are paid their dues directly in Santa	Social security office Pay slips	Sectorial policies	Creation of a social security office at the council level	Field observation Official investment gazette
	Terms of contract of workers and employers in Santa are clearly specified and implemented	95% of workers get notified on time before layoff	Workers' union	Sectorial policies	Implementation of texts	Periodic reports
	Good and conducive working conditions for workers	80% of workers work in good, hygienic and protective conditions	Field Observations, Health report, Office report	Collaboration for healthy working conditions of workers	Meeting between workers and employers	Periodic reports
Activities:					Estimates	
1.1 Creation of a system in Santa to follow up pensioners' files					1.000.000	
2.1 Setting up a policy for the payment of workers' salaries in Santa					1.000.000	
2.2 Monitoring of the payment system					1.500.000	
3.1 Application for the creation of a social security centre					1.500.000	
3.2 Launching of tender for the construction and award of contract					50.000.000	
3.3 Reception of centre					1.500.000	
3.5 Workers Education/Seminars					1.000.000	
5.1 Elaboration of terms of contract					1.000.000	
5.2 Validation workshop organized.					1.000.000	
5.3 Monitoring Social climate of the council					1.000.000	
5.5 Settlement of workers' conflict					1.000.000	
5.1 Hygiene/Safety control at work place					1.000.000	
5.2 Control of occupational diseases/ Industrial protection of workers					1.000.000	

Source: Compiled from survey data 2011

Table 32: Logical Framework Energy

Sectorial Strategy of MINISTRY OF ENERGY	Indicator by level of strategy & source of verification	Assumptions	Indicators of Assumptions and source of verification
--	---	-------------	--

Level	Formulation	Indicators	Source of verification		Indicators	SOV
Vision, Goal, Global Objective, Council vision	Improve energy supply in the Santa Council area by 2035	60 % of the entire Council area have access to electricity	AES network coverage maps	Favourable government policy	Disbursement of needed financial resources	Bank receipts
Specific objectives	Extension of electric power lines to neighbourhoods of all the villages	High voltage connections stepped down and extended to all villages within Santa Council area by 2035	Field observation	Financial and human resources available	70 % of resources are disbursed	Bank receipts
	Provision of electricity to homes and quarters by 2035	60 % of quarters in all villages in Santa have electricity supply	Field observation and AES network coverage maps	Financial and human resources available	70 % of resources are disbursed	Bank receipts And field observations
Results	All neighbourhoods in the villages are supplied with electricity by 2035	All villagers have electric power lines by 2035	Field observation and AES reports	Favourable government policy	70 % of resources are disbursed	Bank receipts
	Neighbourhoods and Homes have access to electricity by 2035	More than 60 % of homes in all villages use electricity by 2035	Field observation and AES reports	Collaboration with the local population	Homes subscribed for electricity extension	Subscription list
Activities:					Estimates	
1.2 Extension of electricity from Atualah junction into Atualah up to Lup					65.000.000	
1.3 Extension of electricity from Ndapang to Anyenghe, Asu to Mamben, Payack to Njumben and Kwindegli to New Town					108.000.000	
1.4 Study and develop energy from the Moforkeh waterfall at Asu					900.000.000	
1.5 Installation of a 3-phase step down transformer at Buchi palace to serve Kongsa, Kongkibat, Niparwalla					150.000.000	
1.6 Installation of 3-phase transformers at Tingoh, Ndut, Mbu Central and Health centre.					120.000.000	
1.7 Extension of electricity to all quarters of Mbu					120.000.000	
1.8 Extension of electricity to all the quarters of Akum					240.000.000	
1.9 Change of transformer						
1.10 Change present single phase transformer to 3 phase at Alatening					130.000.000	
1.11 Extension of lines to all quarters in Alatening					125.000.000	
1.12 Extension of electricity to Jigneve, Reneyenye, Wumofom,GTC, Shumgang, Foh, Lelebe					125.000.000	
1.13 Installation a 3 phase transformer in Baba II					130.000.000	
1.14 Extension of electricity line from:Tanjang to Agheble.(7 quarters)					84.000.000	
1.15 Extension of electricity line from: Mbenten to Achou (5 quarters)					60.000.000	
1.16 Extension of electricity line from: Mbenten to Alamiti (6 quarters)					72.000.000	
1.17 Extension of electricity line from: Mbenten to Mbenjom (4 quarters)					48.000.000	
1.18 Extension of electricity line from: Mbenten to Meleh (3 quarters)					36.000.000	
1.19 Extension of electricity line from: Songmbenten to Nelebe (3 quarters)					72.000.000	
1.20 extension of electricity to Chu Ndolali, lower ntarrah, upper ntarrah					24.000.000	
1.21 Extension of electricity to ntaw, njindam, kongwang and mbungong.					5.000.000	
1.22 Replacement of transformer at Ntoh Mbei.					48.000.000	
1.23 Extension of electricity to lower Ntoh, Munum1 and 2. Mubako.						

1.24 Installation of a transformer to re-enforce current supply in the Munum area.	125.000.000
1.25 Supply of 1 three-phase transformer at Njong Square	
1.26 Extension of Electricity to Ntoh, Mankag, Mawenjang, Nifumbong, Fulani quarter, Alahntah, Ntahtitong and Ntahmafe	36.000.000
1.27 Extension of Electricity from Kontoh to Bandeng, Ntahwaneh, and GSS Njong	36.000.000
1.28 Extension of Electricity from Mile 12 to Malequen, Ntahtetoh and , Ntahmafeh	
1.29 Construction of a Hydro-thermal plant in Mangong.	144.000.000
1.30 Extension of electricity supply to 12 quarters in Baligham.	30.000.000
1.31 Extension of electricity to Makemtikong	5.000.000
1.32 Studies for new projects and extension	

Source: Compiled from survey data 2011

Table 33: Logical Framework Higher Education

Sectorial Strategy of MINISTRY OF HIGHER EDUCATION		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Improve enrollment in the higher educational sector	At least 60 % of A Level holders are enrolled in higher education within the Santa Council area by 2035	Higher education enrollment reports and registration lists	There is a good pass at A Level	Increase in percentage pass in the next three years	GCE Board results
Specific objectives	Create awareness, sensitize and educate the population on the importance of higher education	At least 80 % of the population of Santa Council area are aware, sensitized and educated on the importance of higher education by 2035	Meeting reports and attendants lists	A campaign team is put in place	Number of campaign teams in higher education increased	Meeting reports and photographs
	Encourage students to pursue educational specialities in existing institutions of the health, agriculture and other specialities of interest	The number of students in these specialities of interest to the council is increased by 20% by 2035	Council report	A follow up committee is put in place at council level	Regular periodic meeting are held	Council report and minutes of meetings
Results	Population informed sensitised and educated on the importance of higher education	At least 80 % of the population of Santa Council area are aware, sensitized and educated on the importance of higher education by 2035	Meeting reports and attendants lists	A campaign team is put in place	Number of campaign teams in higher education increased	Meeting reports and photographs
	More students undertake studies in specialities that will enable the council area to grow	The number of students in these specialities of interest to the council is increased by 20% by 2035	Council report	A follow up committee is put in place at council level	Regular periodic meeting are held	Council report and minutes of meetings

Activities:	Estimates
1.1 Information through various communication channels	1.000.000
1.2 holding village meetings	1.000.000
1.3 evaluation and monitoring the state of awareness sensitisation and education	1.000.000
2.1 Offer some limited scholarships to brilliant students for studies	6.000.000
2.2 Offer holiday job to students	5.000.000
2.3 solicit aids from (government, foreign partners and fund raising)	1.000.000

Source: Compiled from survey data 2011

Table 34: Logical Framework Water

Sectorial Strategy of MINISTRY OF WATER		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	SOV
Vision, Goal, Global Objective, Council vision	Adequate good quality water is supplied in the Council area by 2035	All communities have good quality water supply	Council reports Field observation	Adequate collaboration from the community	90 % of community members have contributed for the water project	Community contribution records
Specific objectives	Extension of water supply in the community	Adequate water is available to all inhabitants by 2035	Council reports Field observation	Adequate collaboration from the community	90 % of community members have contributed for the water project	Community contribution records
	To ensure sustainability of water supply to the communities	All water sources are adequately protected for quality water supply by 2035	Council reports Field observation	Adequate collaboration from the community	90 % of community members have contributed for the water project	Community contribution records
Results	Adequate quality water is supplied to the communities	Water supply is adequate	Council reports Field observation	Adequate collaboration from the community	90 % of community members have contributed for the water project	Community contribution records
	Water sources are protected to ensure continuous flow throughout the year	Quality of water is assured	Council reports Field observation	Adequate collaboration from the community	90 % of community members have contributed for the water project	Community contribution records
Activities:				Estimates		
1.1 Feasibility studies on water situation within the Council area				10.000.000		
1.2 Extension of water from Mitanyen to Nkankan, Asu and Atualah				35.000.000		
1.3 Construction of a catchment at Ngong to serve from New Town through Kwindegli to Ndapang through Bafren to Kongfuno						
1.4 Rehabilitation of all stand taps in the NDASA MAKONG KYA area				72.000.000		
1.5 Extension of the Buchi community water line to G.H.S Kwang and Kontoh, Kongsa and Matazem				55.000.000		
1.6 Rehabilitation of water supply points to supply Mbu central and Tingoh to serve Ndut and Muchong				70.000.000		
1.7 Construction of a Catchment at Laka II				30.000.000		

1.8 Create a water catchment at Nilap quarter	12.000.000
1.9 Maintenance of water catchment in Muchuo quarter	20.000.000
1.10 Extension of water to Azana-Akum	5.000.000
1.11 Extend the Ngoh water project in to stand taps	3.000.000
1.12 Construction of catchment and extension to Farefare	10.000.000
1.13 Construction of catchment and extension to Alabong	11.000.000
1.14 Maintenance of water catchment and tank in Baba II	14.000.000
1.15 Extension of water to Jigneye, Renyeng, Wumfom, Shumgang and Foh	10.000.000
1.16 Reconstruction of Alamiti water catchment	87.200.000
1.17 Build catchment and extend Mungoh and Mulung water supply to Agheble and Mefor Agheble.	15.000.000
1.18 Extension of water supply from Mbenjom to Mbenten and Tanjung.	5.000.000
1.19 Reconstruction of Ntaw/Mbenten catchment.	32.000.000
1.20 Construction of Agheble catchment and extension of water supply to Agheble and Mefor Agheble.	5.000.000
1.21 increase the volume of water in the Santa Inter Village Water Scheme to supply all quarters in meforbe and santa village	30.000.000
1.22 extension of water to soshi,ntarrah,ndolali, mbungong, meylene	105.000.000
1.23 Reconstruction of the Mbei water scheme	52.000.000
1.24 Replacement of pipes for water supply to Mubaku, Upper Munum and Njinmbei	50.000.000
1.25 Extension of water supply to Lower Munum 2 and Upper Munum	50.000.000
1.26 Construction of Catchment at Mawenjang	11.000.000
1.27 Extension of Water to Ntoh, Mawenjang, Fulani Quarter and Nifumbong	28.000.000
1.28 Construction of a Catchment in Fulani Quarter	52.000.000
1.29 Planting of suitable trees around the catchment at Mangong	30.000.000
1.30 Extension of water supply to; Doua, Tango, Bosa, Ngwamifi and parts of Munongneba.	2.000.000
1.31 Extension of water to G.S.S Baligham.	52.000.000
	30.000.000

Source: Compiled from survey data 2011

Table 35: Logical Framework Post & Telecommunication

Sectorial Strategy of MINISTRY OF POST & TELECOMMUNICATION		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Improve upon telecommunication channels within the Santa Council area by 2035	70 % of the entire Council area has telecommunication network coverage	Post/telecommunication reports Field observation	Favourable political and economic environment	Political/economic stability	Normal activity of the population

Specific objectives	Increase telephone network coverage and facilities	70% of villages under Santa Council area have a good telephone coverage	Post/telecommunication reports Field observation	Collaboration with telecommunication companies	50 % of the resources needed are provided	Field observation Post & telecommunication reports and contract documents
	Improve telecommunication signals	80 % of all villages under Santa Council area have good radio and television signals 70 % of each villages under Santa have good telephone coverage	Post/telecommunication reports Field observation	Collaboration with telecommunication companies	50 % of the resources needed are provided	Field observation Post & telecommunication reports and contract documents
Results	Telephone and communication network coverage increased by 2035	Telecom equipments installed by 2035	Field observation	Equipments installed successful	90 % of the installed equipments are functioning properly	Reports
	Telecom signals are improved in the Santa Council area by 2035	90 % of villages own/use radio and television sets Free telephone communication	Field observation	Renovation work for existing equipments done	90 % of equipments renovated	Reports and field observation
Activities:					Estimates	
1.1 Feasibility studies on the network coverage					1.000.000	
1.2 Appeal to telecom companies to extend network coverage					1.000.000	
1.3 Installation of an antenna to improve communication in the Pinyin zone					60.000.000	
1.4 Installation of antenna to improve communication in the Mbu-Baball-Atalening zone					1.500.000	
1.5 Installation of an antenna to improve communication in Awing/ Baligham zone					5.000.000	
1.6 Apply for the Opening of a Telecommunication centre in Santa					30.000.000	
2.1 Feasibility studies					1.000.000	
2.2 carry out renovation/repair works on the 2 antennae in Santa						
2.3 Monitor and evaluation						

Source: Compiled from survey data 2011

Table 36: Logical Framework Employment and Vocational Training

Sectorial Strategy of MINISTRY OF EMPLOYMENT AND VOCATIONAL TRAINING: Promote decent jobs to youths through capacity building in acquiring the required skills		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification

Vision, Goal, Global Objective, Council vision	Improve on the number of qualified personnel within the Santa Council area by 2035	80 % of the personnel in Santa are up to standards required for jobs	Personnel lists	Sufficient training provided	Availability of training institutions	Enrolments in training institutions
Specific objectives	Ensure the creation of vocational training centres within the Santa Council area	The number of vocational training institutions within the Council area are doubled by 2035	Reports from the delegation of MINEFOP	Favourable government policy	Creation decisions	Regional delegation reports
	Promote the employment of trained personnel	80 % of personnel within the Santa Council area are trained	Personnel lists	Favourable government policy	Recruitment of personnel	Recruitment lists
Results	Vocational training institutions are created within the Santa Council area	At least 70% of the training institutions in Santa are newly created by 2035	Reports from the delegation of MINEFOP	Favorable government and donor partners	70% of the resources required are put in place	Bank receipts Staff registers
	Employed personnel within the Council area are trained	70% of the staff within the Council area are qualified	Personnel registers	Favourable government policy	80% of the required personnel are recruited	Recruitment lists
Activities:					Estimates	
1.1 Feasibility studies on the various vocational institutions					3.000.000	
1.2 Appeal to government to open a public vocational training centre and urge the elites to open private vocational training institutions for self employment					1.000.000	
1.3 Creation and construction of a SAR/SM at Mesaw					2.000.000	
1.4 Apply for the creation of SAR/SM at Kwedingeli					2.000.000	
1.5 Apply for the creation of SAR/SM at Mbu					1.500.000	
1.6 Creation and construction of a SAR/SM at Njong Square					3.000.000	
1.7 Sensitisation of elites to construct and equip approved vocational training institutions					2.000.000	
1.8 Sensitise the masses on the importance of technical education/ vocational training					1.000.000	
1.9 Monitoring and evaluation of activities						
2.1 Feasibility studies on the status of personnel						
2.2 Organise training refreshal course for workers (Once every year for artisans)						
2.3 Set up levels of qualification for posts of responsibility for the Santa Council						

Source: Compiled from survey data 2011

Table 37: Logical Framework Youth Affairs

Sectorial Strategy of MINISTRY OF YOUTH AFFAIRS		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification

Vision, Goal, Global Objective, Council vision	Reduce youth unemployment and enhance participation in development within the Santa Council area	60% of qualified youth are employed	Employment lists of organizations	Stable socio political and economic environment	Normal daily activities of the population	Field observations
Specific objectives	Prepare the youths for the job market	Number of advertised job opportunities	Field observation Bill boards	Good government policies	Number of advertised jobs	Bill boards Field observation
	Create an enabling environment for youths' accommodation into society activities	Increase in number of enterprises and organizations within the Council area	Field observation	Favourable socio political environment	Normal daily activities of the population	Field observation
Results	Youths have acquired the necessary skills and are applying them in various jobs	All job opportunities are publicly advertised	Bill boards	Government and donor policies	Recruitment decisions	Recruitment lists
	Procedures are simplified and made known for creating enterprises and organisations	Employment possibilities announced	Field observation	Favourable socio political environment	Normal daily activities	Field observations
Activities:					Estimates	
1.1 Grant assistant for youth training programs in the Council area					1.000.000	
1.2 Opening of youth and animation (PYORD) centre at PS Pinyin					9.000.000	
1.3 Opening of youth recreational centres in Ndapang					100.000.000	
1.4 Opening of youth and Animation centre in Buchi					50.000.000	
1.5 Opening of youth recreational centres in Mbu					1.000.000	
1.6 Construction of a youth and Animation Centre at Mile 4 Akum					1.000.000	
1.7 Equipment of the centre and offer assistance for functioning					2.000.000	
2.1 Review and simplify the regulations for creation of enterprises within the Santa Council area					6.000.00	
2.2 Published conditions for setting up enterprises within the Council area						
2.3 Produced technical slips for feasible activities in the Council area						
2.4 Offer financial assistance to youths have brilliant projects for the Council area						

Source: Compiled from survey data 2011

Table 38: Logical Framework Commerce

Sectorial Strategy of MINISTRY OF COMMERCE	Indicator by level of strategy & source of verification	Assumptions	Indicators of Assumptions and source of verification
--	---	-------------	--

Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Improve commercial activities in the Council area	Sellers gain good profits from their sales	Market lists	Enough buyers	Good readily bought by the buyers	Field observations Market masters
Specific objectives	Optimise profit margins of local producers	90% of the sellers are aware of the prevailing market prices	Market masters	Collaboration with the local population	Degree of unity in markets	Field observation
	Ensure quality preservation during storage	Price list established for goods sold in the markets	Market masters	Collaboration between buyers and sellers	Level of compromise on both parties	Field observation
Results	Profits are optimised	90% of the sellers sell their goods at the required market prices	Market masters Field observation	Collaboration with the local sellers	90% of the sellers sell at a unanimous price	Field observation Market master
	Products are stored for the required period before marketing	Price lists established for 90% of the goods sold in the markets	Market masters Field observation	Buyers and sellers collaborate	Smooth market system	Field observations Market masters
Activities:					Estimates	
1.1 Sensitisation of buyers and sellers					1.000.000	
1.2 Setting up of a market observatory committee to check manipulations					1.000.000	
1.3 Organise farmers into cooperatives and common initiative groups for marketing of produce					3.000.000	
1.4 Standardise measuring units in the main markets of the Council area					800.000	
1.5 Set up market information system					5.000.000	
2.1 Construction of a market at Nipen					205.000.000	
2.2 Construction of 80 sheds at Ndapang market .					205.000.000	
2.3 Construction of the market at Asoh					205.000.000	
2.4 Construction of present Buchi Market					205.000.000	
2.5 Construction of a market in Mbu.					205.000.000	
2.6 Construction of a of 20 Build up sheds at the Akum Market					205.000.000	
2.7 Construction of sheds at the Mile 10 Cattle market					205.000.000	
2.8 Construction of a Market in Alatening					205.000.000	
2.9 Construction of a toilet at market square					205.000.000	
2.10 Renovation and construction of the Nsaneh market					205.000.000	
2.11 Construction of a Market in Baba II					205.000.000	
2.12 Construction of toilets in matazem and Wednesday markets						

2.13 Rehabilitation of market sheds in Santa market. 2.14 Construction of a market at Ntoh Mbei 2.15 Rehabilitation of the Njong Square market 2.16 Construction of a warehouse at Mile 12 for storage of cooperative members' produce 2.17 Expansion of the Mile 12 market space	
---	--

Source: Compiled from survey data 2011

Table 39: Logical Framework Administration and Decentralisation

Sectorial Strategy of MINISTRY OF Territorial Administration and Decentralisation		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision:	To ensure resourceful and qualified staff for work in a convenient environment	70% of the personnel are ready, willing and able to perform described duties by 2035	Field observations and result of council from periodic reports	Expertise is gotten from LSO and/or elsewhere	A volunteer is present	Field observation
Specific objectives	To prepare and update organisational charts, job description and human resource policy	100% of the job is done	The complete document is available	Expertise is gotten from LSO and/or elsewhere The document is in accordance with the state law	A volunteer is present Comparison with the state law	Field observation
	To improve working condition to ensure efficient and effective output	All the policy and procedure are in place and implemented and the staff is competent by 2035 The necessary infrastructures are put in place by 2035	Documentation is available Work is completed to standard List of council patrimony (assets)	Expertise is gotten from LSO or elsewhere The document is in accordance with the state law Management is competent	Field observation such as management /staff meetings	Field observations Minutes of meetings
	To improve the effectiveness of senior staff by promoting dialogue between junior and senior staff	Increase in regular meetings between staff by 50% by 2035	Documentation	All Staff view these meetings as valuable and worthwhile	At least 80% of staff are in favour of these meetings	Minutes of meetings Surveys
	To strengthen the financial situation in the council	Increase in revenue collection by 25% by 2035	Administrative account of the council	Improve collection mechanism New revenue sources are identified	80% of revenue collection procedures are clearly earmarked. Revenue is increase by at	Budget and administrative accounts

					least 15%	
	To have a transparent policy on the procurement of goods and services	All goods and services procured are in accordance with the norms by 2035	Documentation	Willingness of the council executive	Policy of the council executive	Policy document
	To empower the executive leadership of the council	All Executives of the council have got the necessary capacity for manage of collective patrimony by 2035	Type and quality of training received	Willingness of the council executive	Policy of the council executive	Policy document
	To increase accountability and capacity of councillors to deliver effective service to citizens	All councillors have the necessary skills for the running of their constituency and effectively implementing it by 2035	Type and quality of training received	Willingness and ability of the councillor exist	90% of councillors have expressed interest	Minutes of meetings Surveys
	To improve the functioning of institutions	Clear terms of reference for the functioning of each institution in place and are effectively implemented by the year 2035	Institutional procedure manuals Attendance sheets	Willingness, availability and ability of head of institutions	All the heads of institutions spend 95% of working time at their job sites	Attendance sheet
	To promote cohesion of administrative procedures	A well defined and coherent administrative procedure put in place by the year 2035	Procedure manual in place	Ability of head of institutions to implement the procedures	Atleast 80% of the procedures are respected	Evaluation reports
	To improve communication in the Council area	At least 80% of the population receives communication signals by the year 2035	Public Opinion	Availability of funds	A community radio in place	Council reports
	Redress existing conflicts at village level	All the village conflicts redressed.	Reports at the Divisional officer's office	Village heads are comprehensive	All inter village conflicts are resolved	Reports from territorial administration
Results	Prepared and updated organisational charts, job description and human resource policy put in place	100% of the job is done	The complete document is available	Expertise is gotten from LSO or elsewhere The document is in accordance with the state law	A volunteer is present Comparison with the state law	Field observation
	Working condition improved and efficient & effective output realized	All the policy and procedure are in place and implemented and the staff is competent by 2035	Documentation is available Work is completed to standard	Expertise is gotten from LSO or elsewhere The document is in accordance with the state law Management is competent	Field observation such as management /staff meetings	Field observations Minutes of meetings
	Effectiveness of senior staff improved	Increase in regular meetings between staff by 50% by 2035	Documentation	All Staff view these meetings as valuable	At least 80% of staff are in favour of these	Minutes of meetings

				and worthwhile	meetings	Surveys
Financial situation in the council strengthened	Increase in revenue collection by 25% by 2035	Administrative account of the council	Improve collection mechanism New revenue sources are identified	80% of revenue collection procedures are clearly earmarked. Revenue is increase by at least 15%	Budget and administrative accounts	
Transparent policy on the procurement of goods and services put in place	All goods and services procured are in accordance with the norms by 2035	Documentation	Willingness of the council executive	Policy of the council executive	Policy document	
The executive leadership of the council is empowered	All Executives of the council have got the necessary capacity for manage of collective patrimony by 2035	Type and quality of training received	Willingness of the council executive	Policy of the council executive	Policy document	
Accountability and capacity of councillors to deliver effective service to citizens increased	All councillors have the necessary skills for the running of their constituency and effectively implementing it by 2035	Type and quality of training received	Willingness and ability of the councillor exist	90% of councillors have expressed interest	Minutes of meetings Surveys	
The functioning of institutions improved	Clear terms of reference for the functioning of each institution in place and are effectively implemented by the year 2035	Institutional procedure manuals Attendance sheets	Willingness, availability and ability of head of institutions	All the heads of institutions spend 95% of working time at their job sites	Attendance sheet	
Cohesion of administrative procedures improved	A well defined and coherent administrative procedure put in place by the year 2035	Procedure manual in place	Ability of head of institutions to implement the procedures	Atleast 80% of the procedures are respected	Evaluation reports	
Communication in the Council area improved	At least 80% of the population receives communication signals by the year 2035	Public Opinion	Availability of funds	A community radio in place	Council reports	
Existing conflicts at village level redressed	All the village conflicts redressed.	Reports at the divisional officer's office	Village heads are comprehensive	All inter village conflicts are resolved	Reports from territorial administration	
1.1 Elaboration of recruitment policy and procedures 1.2 Prepare organisational chart 1.3 Finalisation and approval of organisational chart by council 1.4 Prepare job description 1.5 Prepare advertisement associate with job description 1.6 Regular coordination meetings (for all sectors and services within the Council area) 2.1 Define salary scale and advancement criteria 2.2 Prepare policies on behaviour & discipline, terms & conditions of employment, sickness & absence, sanction and reward,				2.000.000 500.000 2.000.000 1.000.000 1.000.000 6.000.000 1.000.000		

disability, health & safety, HIV/AIDS, appointment of women	2.000.000
2.3 CoSantact regular staff training on financial management, effective and efficient revenue collection, effective communication, effective filing system etc.	6.000.000
2.5 Construct a fence around the council office premises	56.000.000
2.7 Construction of Slaughter houses and meat sales slabs in the Ntumbaw and Ntaba Market	21.000.000
3.1 Organise regular staff meetings	1.500.000
3.2 Circulate minutes of meeting to all staff	300.000
3.3 Junior staff present regular report to senior staff	300.000
5.1 Reinforce the revenue collection	900.000
5.2 Computerization of the financial system	6.000.000
5.3 Identify and exploit other additional resources	1.500.000
5.5 Monthly financial report publish in Council and each market	360.000
5.1 Prepare a procurement policy	1.000.000
5.2 Public advertisement regarding procurement in the council and in the project areas	360.000
6.1 Design, deliver and evaluate leadership training for council executive	6.000.000
7.1 Training workshops for councillors on roles and responsibilities on laws (council, state, decentralisation), relationship with citizen, programs/projects and Leadership and Good Governance	6.000.000
7.2 Sensitization of population (as above).	6.000.000
8.1 Apply for some vital institutions within the Council area	3.000.000
8.2 Advocacy for autonomy of decentralised local governments	6.000.000
9.1 Set up of a communication unit (radio)	260.000.000
9.2 Installation of notice boards and suggestion boxes in communities	1.500.000
9.3 Regular meetings within the villages for proper information sharing and feedback on council activities	3.000.000
9.5 Produce and distribute Quarterly news letter by the council	6.000.000
9.5 Create and regularly update a website for the council	2.000.000
9.6 Periodic tour by the Council Exco, CDAC, Councillors using microphone to give information	2.000.000
9.7 Creation of information/resource centre in the council	56.000.000
10.1 Materials and Supplies	75.000.000
10.2 Transportation expenses	30.000.000
10.3 Other Services used	55.000.000
10.5 Staff Cost	195.000.000
10.5 Taxes and duties	18.000.000
10.6 Financial cost	150.000

10.7 Subsidies granted	25.000.000
10.8 Transfers granted	9.000.000
10.9 Other expenses and sundry losses	60.000.000
10.10 Approbation for depreciation of tangible assets	300.000.000
11.1 Form a commission to resolve chieftaincy and land conflicts	1.000.000
11.2 Empower commission to execute duties	3.000.000
11.3 Devise strategies to resolve uprising conflicts within the villages	1.000.000

Source: Compiled from survey data 2011

Table 40: Logical Framework Sports and Physical Education

Sectorial Strategy of MINISTRY OF SPORTS AND PHYSICAL EDUCATION		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Promote competitiveness in the domain of sports	Regular organization of sport competitions in main sport domains within Santa by 2035	Sports delegation Sports representatives	Necessary financial and human resources available	Purchase of sports equipments and the availability of officials	Delegation of sports
Specific objectives	Creation of sport centres in the Council area	70% of major domains of sport are represented in the Council area	Sports delegation reports	Favourable government policy	Disbursement of necessary financial and material resources for the creation of the centers	Bank receipts
	Regular organisation of sport competitions	80% of villages under Santa actively participate in sports competitions by 2035	Field observation Sport reports	Local socio political stability	Active participation in competitions	Field reports and observation
	Award of trophies and motivations to competitors	Trophies for competitions are available	Field reports	Financial resources available	70% of the trophies needed for the competitions are bought	Bank and purchase receipts
Results	Sports centres are created in the Santa Council area by 2035	Participants actively participate in sports competitions	Field reports	Financial resources available	80% of the resources needed are disbursed	Bank receipts
	Sports competitions are regularly organised	80% of villages under Santa actively participate in sports competitions by 2035	Field observation Sport reports	Local socio political stability	Active participation in competitions	Field reports and observation
	Trophies and motivation are awarded to competitors	90% of winners in sports competitions are awarded trophies at the end of each march	Field reports	Financial resources available	70% of the trophies needed for the competitions are bought	Bank and purchase receipts
Activities:					Estimates	

1.1 Feasibility studies for the creation of sport centres	3.000.000
1.2 Apply for the creation of centres to government and donors	1.000.000
1.3 Construction of centres and sports units	200.000.000
1.4 Monitoring and evaluation	3.000.000
2.1 Carryout sensitisation on the organisation of sports competitions	1.000.000
2.2 Planning and implementation of activities	2.000.000
2.3 Evaluation	1.500.000
3.1 Planning on the award of trophies	5.000.000
3.2 Implementation of the awards	21.000.000
3.3 Evaluation	1.500.000

Source: Compiled from survey data 2011

Table 41: Logical Framework Social Affairs

Sectorial Strategy of MINISTRY OF SOCIAL AFFAIRS Promotion and protection of vulnerable and disable in society		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Promote Social cohesion amongst all actors	Vulnerable population is adequately fitted into the Santa Council area by 2035	MINAS report	Engagement o f the sector	Project initiated by the sector	MINAS report
Specific objectives	Collect information on the Vulnerable people in the society	All vulnerable people in the Council area are identified and needs identified by 2035	MINAS report	Engagement o f the sector	Inventory list Project initiated by the sector	MINAS report
	Promote the establishment of the vulnerable population	At least 50% of the requirements of the vulnerable population are met by 2035	Field observation MINAS report	Favourable government policy	Disbursement of necessary financial and material resources for the creation of facilities	MINAS report
Results	Adequate information is available of the vulnerable in the Santa Council area by 2035	Vulnerable population is adequately fitted into the Santa Council area by 2035	MINAS report	Engagement o f the sector	Project initiated by the sector	MINAS report
	Vulnerable population is established	All vulnerable people in the Council area are identified and needs identified by 2035	MINAS report	Engagement o f the sector	Inventory list Project initiated by the sector	MINAS report
Activities:					Estimates	
1.1 Identify and make inventory of actors					3.000.000	
1.2 Carryout a study on the welfare needs of the population					500.000	
2.1 Organise contact meetings with actors					200.000	

2.3 Launch the process of creating the network	3.000.000
2.5 Sensitisation campaign on roles and responsibilities	60.000.000
2.5 Construction of a boarding facility for the social centres in Santa	120.000.000
2.6 Construction of a social centres in Tisagli (Pinyin)	120.000.000
2.7 Construction of a social centres in Awing	

Source: Compiled from survey data 2011

Table 42: Logical Framework Women Empowerment and the Family

Sectorial Strategy of MINISTRY OF WOMEN EMPOWERMENT AND THE FAMILY Promotion and protection of women's rights. Economic empowerment of a woman. Promotion and protection of a girl child.		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	To enhance women initiatives towards development	60% of women have acquired new skills and undertaking profitable ventures for the household	Reports	Available market to consumers	Percentage of items sold in the market	Reports
Specific objectives	Ensuring economic empowerment of the woman and girl child	Number of centres created, number of trained women and girls	Reports, observation	Decentralised credits are allocated and transferred or the council commits a budget allocation for construction	Amount put into service	Reports Observation,
	Ensuring promotion and protection of women's rights	Number of female leaders	reports, observation	Facilities are put in place	Number of defaulters sanctioned	reports, observation
Results	Women and the girl child are economically empowered	Number of centres created, number of trained women and girls	Reports, observation	Decentralised credits are allocated and transferred or the council commits a budget allocation for construction	Amount put into service	Reports Observation,
	Women's rights are known and they are socially protected	Number of female leaders	reports, observation	Facilities are put in place	Number of defaulters sanctioned	reports, observation

Activities:	Estimates
1.1 Creation and setting up (building and equipping) of Women centre at Santa	120.000.000
1.2 Creation and setting up (building and equipping) of Women centre at Awing	120.000.000
1.3 Creation and setting up (building and equipping) of Women centre at Pinyin	120.000.000
1.4 Creation and setting up (building and equipping) of Women centre at Akum	120.000.000
1.5 Construction and equipment of the Sub Divisional Delegation MINPROFF Santa	25.000.000
1.6 Equipment and Furniture of the Sub Divisional Delegation MINPROFF Santa	90.000.000
1.7 Apply for qualified personnel for the centre	500.000
1.8 Capacity building for women and the girl child	15.000.000
1.9 Grant scholarships to the girl child in identified domains	5.500.000
2.1 Sensitisation	1.000.000
2.2 Organisation and legalisation of marriages and assistance to vulnerable women	1.500.000
2.3 Revision and interpretation of customary laws to let women take more initiatives	6.000.000

Source: Compiled from survey data 2011

Table 43: Logical Framework Environment and Protection of Nature

Sectorial Strategy:- Ministry of environment & Protection of Nature		Indicator by level of strategy and source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Council Vision, Goal, Global Objective	Improve land restoration	80% of degraded lands in Santa are restored by 2035	Field observation Environmental reports	collaboration with local populations	Active participation in activities	Attendance lists, Field observations
Specific Objectives	Rehabilitation of degraded land	80% of degraded land are rehabilitated	Field observation	Availability of resources	70% of the resources	Bank receipts
	Prevention of land degradation	Potential environmental risk zones are protected from degradation	Environmental reports	collaboration with the local population	90% of the population carryout environmentally Friendly activities	field observations
Results	Degraded land are rehabilitated	80% of previously degraded lands are in used as before degradation	Field observations	Mobilization of financial and materials resources	70% of resources needed are available	Bank receipts Equipment lists
	The environment is protected from degradation	Little prevalence of degradation.	Field observation	Local collaboration	Environmentally clean activities	field observations

Activities :	Estimates
1.1 Feasibility studies on degraded lands and levels of degradation and Sensitisation on environmental hazards	3.000.000
1.2 Execution of rehabilitation work (training in sustainable livestock and agriculture production techniques	10.000.000
1.3 Tree planting in risky and degraded zones	75.000.000
1.5 monitoring and evaluation of activities	9.000.000
2.1 Installation of trash cans in strategic locations.	3.000.000
2.2 Setting up and functioning of a hygiene and environmental commission of the Council area	6.000.000
2.3 Institute and monitoring of periodic clean up campaigns	5.500.000
2.5 Sensitisation of Environmental Impact Assessment of major projects in the Council area	

Source: Compiled from survey data 2011

Table 44: Logical Framework Housing and Urban Development

Sectorial Strategy:- Ministry of housing		Indicator by level of strategy and source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Council Vision, Goal, Global Objective	Improve the planning of constructions	80% of constructions are planned	Town planning reports	collaboration with the population	80% of the population respect regulations	Reports Field observation
Specific Objectives	Promote the construction of houses with legal plans and documents	60% of houses possess legal permits and documents	Town planning reports	Collaboration with local population	80% of the population obtain legal construction documents	Town planning Home identification documents
	Promote given activities in allocated portion of the Council area	80% of activities are carried out in allocated places	Town planning Field observations.	Collaboration with local population	80% of the population comply with construction regulations	Field observation. Town planning
Results	Constructed houses possess legal documents and building plans	Building plans and permits are issued to all newly constructed houses	Town planning	Follow up committee put in place	Field supervision activities	Reports
	Activities are carried out in appropriate and allocated sites.	80% of activities are carried out in allocated places	Town planning Field observation	Collaboration with local population	80% of the population comply with construction patterns.	Field observation

Activities :	Estimates
1.1 Follow – up committee put in place to check constructions	3.000.000
1.2 Sensitization and education on building legalization (including acquisition of land title).	1.000.000
1.3 Facilitation the acquisition of building permits.	1.000.000
1.4 Feasibility studies on maintenance of streets	5.000.000
1.5 Establishment of spatial planning of activities Santa Urban Space (council master plan for land use)	60.000.000
2.1 Rehabilitation of the Santa Council Street	3.000.000
2.2 Construction of a public cemetery at New Lay Out	7.500.000
2.3 Installation of street lights from Mile 4 Akum to Matazem along the Highway	8.000.000
2.4 Installation of street lights Mile 12 to Ntenela (Awing)	15.000.000
2.5 Installation of street lights Matazem to Ndapang(Pinyin)	2.000.000
2.6 Installation of street lights Mile 8 to Mbu	1.500.000
2.7 Develop a refuse disposal point in Achou	
2.8 Drawing up of a council master plan for land use	
2.9 Construction of toilets at the Ngoh and Alabong square	
2.10 Rehabilitation of the Santa Council Street and 10km of street in the urban space	
2.11 Construction of a public cemetery at New Lay Out	
2.12 Installation of street lights from Mile 4 Akum to Matazem along the Highway (19Km)	
2.13 Installation of street lights Mile 12 to Ntenela (Awing) (18km)	
2.14 Installation of street lights Matazem to Ndapang(Pinyin) (22km)	
2.15 Installation of street lights Mile 8 to Mbu (8km)	
2.16 Develop a refuse disposal point in Achou	
2.17 Construction of toilets at the Ngoh and Alabong square	

Source: Compiled from survey data 2011

Table 45: Logical Framework State Property and Land Tenure

Sectorial Strategy:- Ministry of State Property & land tenure		Indicator by level of strategy and source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Council Vision, Goal, Global Objective	Create awareness on land acquisition procedures	90% of the population are aware of the procedures of land acquisition	Reports	Collaboration with local population		
Specific Objectives	Improve the knowledge of population on land	90% of the population acquired land legally	Land tenure reports	Collaboration with local	Application for land documents	Land and survey reports

	acquisition procedures					
	Facilitation of land certificate acquisition	80% of the population easily acquire land certificate	Land tenure reports	Government policy is favourable.	Creation of a land survey unit in Santa	Creation decisions
Results	Land acquisition procedures mastered by the Santa population	90% of the population master and acquire land legally	Reports	Collaboration with local population	Application for land documents	Land and survey reports
	Land certificates easily acquired	All new buildings are tied by land certificate	Land/survey reports	Government policy	Creation of a land survey unit in Santa	Creation decisions
Activities :					Estimates	
1.1 Sensitization and education on land acquisition procedures					3.000.000	
1.2 Sensitisation of land use and activities in the Council area					1.500.000	
2.1 Apply to government for the creation of a survey office in Santa					1.500.000	
2.2 Setting up committee to follow up land acquisition procedures					3.000.000	
2.3 Monitoring and evaluation of activities.					1.500.000	

Source : Compiled from survey data 2011

Table 46: Logical Framework Industries, Mines & Technological Development

Sectorial Strategy:- Ministry of Industries, Mines & Technological Development		Indicator by level of strategy and source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Council Vision, Goal, Global Objective	Improve on the development of activities in this section within the Santa Council area	Industrial activities and mining within the Council area doubled by 2035	Delegation reports	Financial, material and human resources available	60% the necessary resources are provided on time	Personnel lists Bank receipts Material lists
Specific Objectives	Promote quarrying & mining activities for road works, construction of houses in the Council area and exporting by 2035	Quarrying activities within the Council area is increased by 20% by 2035 New mining sites are discovered by 2035	reports Field observations	New mining sites discovered	Number of sites newly discovered and exploited	Reports Field observation
	Promote the establishment of industries and follow up the security & safety of workers in industries	The level of industrialisation doubled within the Santa Council area of 2035	Field observation Records	Favourable socio-political and economic environment.	Normal activity of citizens	Field observation
	Promote new inventions and encourage people to be more	30% of inventors will be encouraged by 2035	Field observation Records	Effective support from the government and	Support offered	Field observation Reports

	creative			council		
Results	The level of mining within the Council area increased by 2035.	Quarrying and mining is increased by 20% by 2035.	Field observation Activity reports	Financial, material and human resources available	60% the necessary resources are provided on time	Personnel lists Bank receipts Material lists
	Industries established in the Council area and security & safety is ensured in them by 2035	The number of people in the Council area employed in industries doubles by 2035	Workers' lists	Favourable socio-political and economic environment.	Normal activity of citizens	Reports
	Efforts to promote inventions are made	Number of inventors and inventions increased by 2035	Field observation Records	Willingness of individuals to work	Number of persons adopting new initiatives	Field observation Reports
Activities :					Estimates	
1.1 Feasibility studies on the mining and quarrying sites available.					10.000.000	
1.2 Planning on the unexploited sites					5.000.000	
1.3 Tender for exploitation of mines and quarrying sites					5.500.000	
1.4 Acquire 1 Crutcher for the Santa Council					500.000.000	
1.5 Follow up/evaluation					18.000.000	
2.1 Identification of potential Industrial raw materials within the Council area					1.500.000	
2.2 Provide conditions for setting up of small transformation units.					2.000.000	
2.3 Advertise the exploitation of raw materials in industrialisation					1.000.000	
2.5 Regular visits to ensure security and safety of workers						

Source: Compiled from survey data 2011

Table 47: Logical Framework Scientific Research and Innovation

Sectorial Strategy:- Ministry of Scientific Research and Innovation: Animation, coordination and control of scientific research activities all over the national territory in order to promote the socio-cultural and economic development of the population. Valorisation, extension and exploitation of research in constant liaison with all sectors on the national economy and concerned ministerial departments		Indicator by level of strategy and source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Council Vision, Goal, Global Objective	Improve on discoveries and innovations for development	The level of development it's a result of discoveries, increased by 60%	Scientific research reports	Institutes in place	At least a research institute established in the locality	Creation orders

Specific objectives	Increase the level of research	At least research institute created	Reports Field observation	Favourable government policy	Creation orders	Records
	Encourages local research	At least 60% of local research findings are subsidized.	Reports / records	Government policy	Disbursement of reward funds	Bank receipts
Results	Level of research encouraged	Active research carried out in the Council area by 2035	Research reports	Stable socio political and economic environment	Normal day to day activities	Field observation
	Local research encouraged	60% of local research work is subsidize	Reports	Government policy	Distribution of reward funds	Bank receipts
Activities :					Estimates	
1.1 Identification of potential scientific research and innovation needs					3.000.000	
1.2 Institute a bureau for data collection and innovation at the level of the council and make it functional					1.000.000	
1.3 Recruit 2 research relay officers					20.000.000	
1.5 Training of 2 research relay officers by the Regional Delegation of Scientific Research & Innovation					1.500.000	
1.5 Purchase of 1 motor bike for research officers					2.000.000	
1.6 Purchase of basic research instruments					3.000.000	
2.1 Training farmers and livestock producers on data collection and identified contact persons					3.000.000	
2.2 Get implicated in organisation of local exposition shows for research work					9.000.000	
2.3 Reward of substantial research works and innovations					9.000.000	
2.5 Dissimination of knowledge and adaptable research results					1.500.000	
2.5 Valorising existing indigeneous knowledge					1.500.000	

Source: Compiled from survey data 2011

Table 48: Logical Framework Small and Medium Sized Enterprises, Social Economy and Handicraft

Sectorial Strategy:- Ministry of small and medium sized enterprises, Social Economy and Handicraft		Indicator by level of strategy and source of verification		Assumptions	Indicators of Assumptions and source of verification	
To promote small and medium sized enterprises, social economy and handicraft within the framework of strengthening the competitiveness of small and medium sized enterprises , social economy and handicraft.						
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Council Vision, Goal, Global Objective	Improve on the level of consolidation of activities within the Council area of 2035	80% of activities in the domain are identified and controlled.	Reports	Collaboration with local population	Attendance at workshops	Attendance sheets

Specific objectives	Creation of awareness and promote social economy and handicraft in all villages by 2035	80% of small operation are sensitized on the activities	Reports Workshop attendance	Collaboration with individuals of the sector	Attendance and participation	Attendance sheet.
	Support small and medium sized enterprises	Create at least 2 small and medium sized enterprises by 2035 in the Santa Council area	Reports	Collaboration with individuals of the sector	Attendance and participation	Attendance sheet.
Results	Awareness created	80% of small operators are informed and increase their production	Reports Level of production	Collaboration with individuals of the sector	Attendance and participation	Attendance sheet.
	Small and medium sized enterprised are established	Existence of at least 2 transformation plants in the Council area by 2035.	Field observation Report	Collaboration with individuals of the sector	Attendance and participation	Attendance sheet.
Activities : 1.1 Organisation of workshops / training session in key production sectors. 1.2 Follow up of activities evaluation 1.3 Award of prizes to the best craft and innovative work within the Council area 2.1 Feasibility studies on the existing enterprises 2.2 Setting up a dairy transformation unit at Mile 6 Akum 2.3 Establishment of a Solanum potato transformation unit in Santa 2.4 Establishment of a cassava product transformation plant in Baligham Revamping of the Santa Coffee Estate 2.5 Monitoring and evaluation					Estimates 2.000.000 1.000.000 3.000.000 6.000.000 200.000.000 300.000.000 300.000.000 500.000.000 7.000.000	

Source: Compiled from survey data 2011

Table 49: Logical Framework Tourism

Sectorial Strategy of the Ministry of Tourism		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Promote tourism in the Council area	Adequate tourism potentials are increased by 30% by 2035	Visitors book Activity minutes	Touristic sites are appealing to visitors	Number of visitors Activity minutes	Visitors book
Specific objectives	Increase knowledge of Tourism potential	At least 70% of tourists have prior knowledge on the potentials	Visitors book Activity minutes	Touristic sites are appealing to visitors	Number of visitors Activity minutes	Visitors book
	Develop tourism infrastructures	At least 70% of tourism infrastructures are improved by 2035	Visitors book Activity minutes	Touristic sites are appealing to visitors	Number of visitors Activity minutes	Visitors book

Results	Adequate information is available on tourism activities in the Council area	At least 70% of tourists have prior knowledge on the potentials	Visitors book Activity minutes	Touristic sites are appealing to visitors	Number of visitors Activity minutes	Visitors book
	Tourism infrastructures are developed	At least 70% of tourism infrastructures are improved by 2035	Visitors book Activity minutes	Touristic sites are appealing to visitors	Number of visitors Activity minutes	Visitors book
Activities:					Estimates	
1.1 Collection of tourism data of the Council area					2.000.000	
1.2 Documenting tourism information					3.000.000	
1.3 Publishing(brochures, tourism maps, etc) and dissemination of information using various media					5.000.000	
2.1 Regular inspection of tourist infrastructures					5.000.000	
2.2 Development of tourist sites (opening tourist trails and buiding sheds in the Mbei Community Forest)					70.000.000	
Develop tourism trails at waterfalls in Asu, mesaw (10 man), Nipen and Kwang					40.000.000	
Develop tourism trails caves Nipen, Nkankan and Mitanyen					40.000.000	
Creation of museums in Ndapang					100.000.000	
Construction of an Office for the Pinyin Tourism Board					40.000.000	
Develop tourism trails caves in Laka, waterfalls and the Forest in Mbu					40.000.000	
Creation of a museum in Mbu					100.000.000	
Construction of an Office for the Mbei Tourism Board					40.000.000	
Construction of an Office for the Njong Tourism Board					40.000.000	

Source: Compiled from survey data 2011

Table 50: Logical Framework Transport

Sectorial Strategy of MINISTRY OF TRANSPORT		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective, Council vision	Improve on transport accessibility within the Santa Council area	70% of the entire Council area have easy transportation by 2035	Regional Delegation of Transport reports Field observation	Favorable socio economic environment Political stability	Population carryout activities normally	Field observation
Specific objectives	Facilitate rural transportation	people and goods are easily transported in all the villages within Santa by 2035	Field observation	Adaptability of transportation facilities	Transport vehicles and bikes ply 80% of the entire Council area	Reports Field observation

	Improve on road network	80% of the rural roads are graded	Field reports Public works reports	Financial resources available	70% of the contract funds disbursed	Bank receipts
Results	Rural transportation facilitated	80% of the villages are freely circulated 70% of rural roads are graded	Field reports	Adaptability of transportation facilities	Transport vehicles and bikes ply 80% of the entire Council area	Reports Field observation
	Road network improved and accessible during all seasons	60% of the roads are motorable	Field reports Field observation	Financial resources available	70% of the finances disbursed	Bank receipt
Activities:					Estimates	
1.1 Appeal to transporters for extension into the following villages; Baligham, Pinyin and Awing					1.500.000	
1.2 Sensitisation on the use of suitable vehicles tailored for transportation of goods and discourage the use of one door vehicle for transportation of people					3.000.000	
1.3 Construction of new car stations (Motor parks) at Mitanyen, Ndapang, Buchi main market, Mbu market, Mile 6 Akum, Alabong, Njong Square and Baball					40.000.00	
1.4 Installation of 2 standing taps at the Santa motor park.					500.000	
1.5 Rehabilitation (tarring) of the Santa Motor Park.						
1.6 Formation and organisation of public transporters union.					5.000.000	
2.1 Organise community work for road maintenance					10.000.000	
2.2 Creation of road management committees in the villages					9.000.000	
2.3 Construction and equipment of a meteorological station in Santa urban					100.000.000	

Source: Compiled from survey data 2011

5.3 Spatial planning of priority infrastructures

The planned infrastructures are distributed in the entire Council area. The Council area is inadequately supplied in the entire identified infrastructure and the present distribution is more or less evenly spread.

Schools in the urban space have an acceptable standard to a certain degree. However as one moves out to the rural space of the Council area, the standards are very poor. This is the case in communities like Baligham, Kwada and alatening. In some cases, schools have been created and there is no single classroom to show for the existence (G.S New Town) Pinyin. Such schools are either in an accommodation offered by a benefactor or in a make shif structure. With regard to Secondary Education, the major challenge is to recruit sufficient teachers especially in the science section. These colleges are also short in infrastructure and basic equipment.

For road infrastructures, priority is given to roads leading into the 10 villages and roads leading to major farmlands (farm to market roads)

Table 51: Priority road infrastructures

North	West
Alabong-nebareh-Chomba road	Atualah through Ngong to Mesaw and through Ngali to Asu
Ngongog-Chobou 4 bridges	Atuagoh through New Town to Mbekyen
Mbu through Baba II to Chomba	Kongkibat – Kongsas - Nkouri
Balek-muchou-Bagfon-Nilap	Atualah through Lup to Mesaw
Ngoh-Ntareh-Mbei road	Ndapang through Ntaane to KWADA area
mile 6-Songunulah –mile 5	
Ngongog - Tarre	
G.H.S Mbu - Bali	
South	East
santa – Baligham road	on Aziendzere-Tanjang road
construction of the Ndonwud bridge (santa-baligham road)	Awing – coffee Estate – mile 12 – Santa
	mile 10 – Awing (grading)
	Mbenten – Mbenjom

Source: 2011 Field data collection

1. Priority water projects are spread throughout the entire Council area. They include extension of water supply lines in Baligham, Budeca, Kwada, Santa Central and Atatning. Construction of water catchments in Alameti, Nilap-Akum, Mawenjang-Njong, Aziendzere, Ngong-Ndasa and Mbei.

Table 52: Priority electricity extension

Ntoh, Mankag, Mawenjang, Nifumbong, Fulani quarter, Alahntah, Ntahtitong and Ntahmafe(Njong)
of Lamoh, Malapah, Asoh, Kongntoh, Kongsu I and II, Niparwalla, Kongmadam I and II, Kongkibat and Kongmission.(Budeca)
Ndapang to Anyenghe, Asu to Mamben, Payack to Njumben and Kwindegli to New Town (Ndasa)
Chu Ndolali, lower ntarrah, upper ntarrah and makemtikong (Santa Central)
Jegrenyi, Reyengho, GTC, Shum Ngang, Wummufone, Lelebe and Foh (Baba II)
Atualah junction into Atualah up to Lup (Kwada)
Aziendzere, Tanjang foo, Meppi, Azaneh, Mbesoh and Achielum.

Source: 2011 Field data collection

5.4 Management of urban space

Urban development and planning is a continuous process involving administrators, investors, developers, and of course the local inhabitants.

In managing the Santa urban space, the following elements come into play, the built-up area and Settlement, Forest, Agriculture (Farming and grazing), Grassland, Water bodies and other features. The urban space also forms the core of commercial activities in the Council area. Famous infrastructures include the main market, Motor Park, churches and institutions of learning. These infrastructures are widespread in the urban space with no specific plan on land use. There are 22 Basic Education Establishments and 4 Secondary Education Establishments. There are 4 health units and 9 administrative units. These structures are interspersed with commercial and non formal activities without any proper planning.

5.5 Land use plan and management of the council space

Spatial distribution of land use/ land cover information and its changes in the Santa Council area is desirable for development planning, management and monitoring of programs at local, regional and national level. This information does not only provide a better understanding of land utilisation aspects but also play a vital role in the formulation of policies and programs required for developmental planning. For ensuring sustainable development, it is necessary to monitor ongoing changes in land use/ land cover pattern for over a period of time.

The land use/ landcover for the Santa Council area are made up of 533 km². This land is characteristically grassfield with patches of both natural and man-made forests. Waste land also makes up an important percentage of the total land. Water bodies are very remarkable, with some taking their rise from the highlands within the Council area.

There are 118 Basic Education Establishments (about 12% of which are unauthorised schools) and 31 Secondary Education Establishments. There are 18 health units and 9 administrative units. These structures are interspersed with commercial and non formal activities without any proper planning.

The Council area has one main market (santa market) and six other markets; Ndapang, Awing, Baligham, Akum, Matazem, Mile 12. In most of the markets stalls are huts constructed with local materials. There are two cattle markets in Santa located at mile 10 and in Mesaw Pinyin.

The landuse/ Landcover of the Council area is as follows;

Table 53: Landuse/ Land cover of the Santa Council area

S.No.	Class	Sub Class
1	Built up Land	Town Settlement
2		Village settlement
3	Agricultural land	Crop land
4		Fallow land
5		Plantation
6	Forest	montane forest
7		Sub montane forest
8		Community forest
11	Grass Land	Savannah
12		Woodland savanna
13	Others	Open land
14		barren Rocky
35		Sheet rocks
16		Degraded rocks
17		Swampy bush land
18	Others	Marshy/ Swampy Land
19	Water bodies	Rivers/ Streams

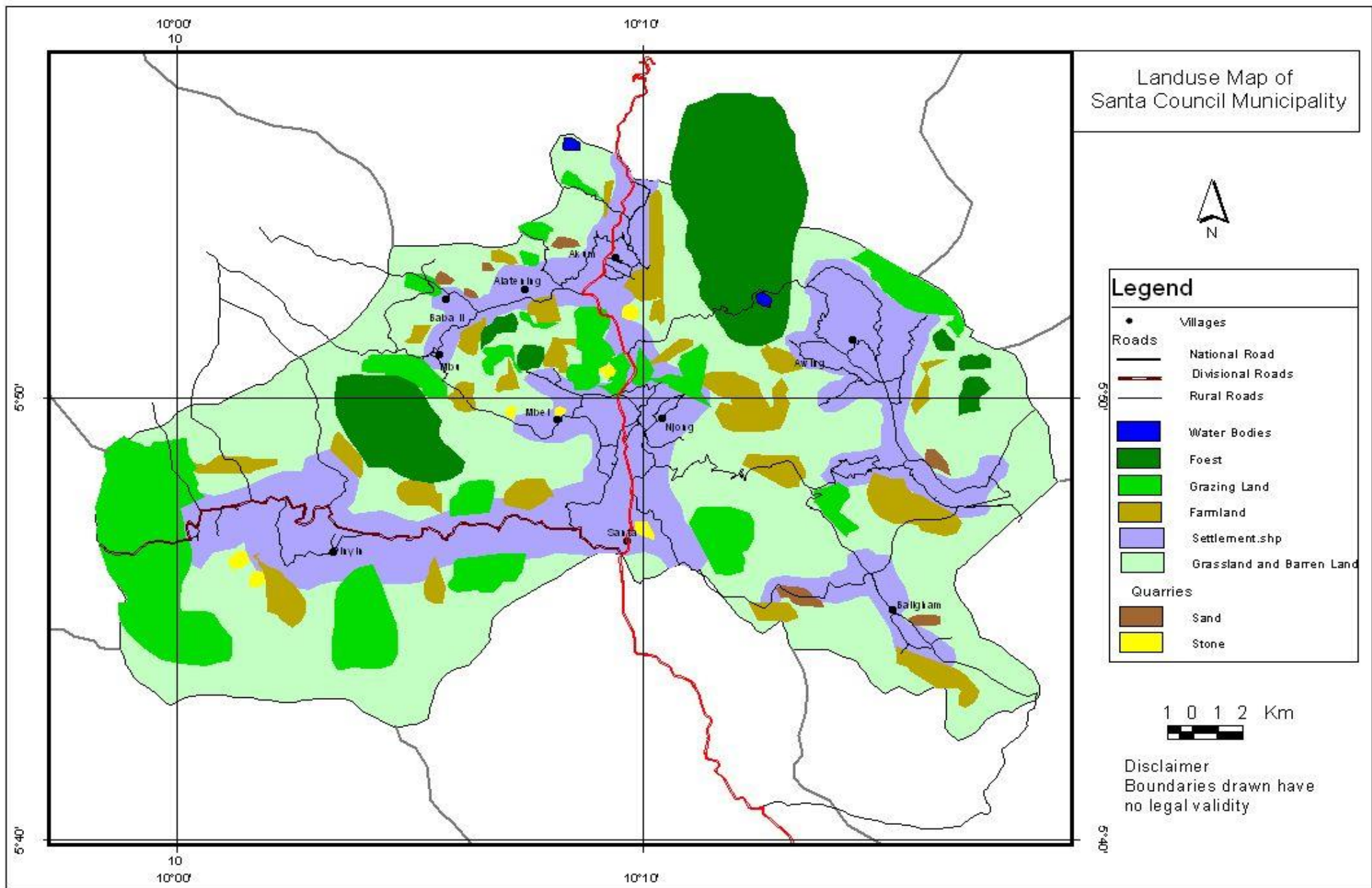


Figure 7: Land Use Man of Santa Council Area

The natural resources of the Council area, their location, usage, potential, user, management, tendency and problem/constraint are represented in table 34 below

Table 54: Matrices' for Analyzing Land use Zoning: Problems, constraint, strength and potential

Zones	Charactristics	Actual use	Potentials	Constraints/problems	Accessibility and control
Zone for mixed cropping	Clayish soil – Ferralitic soil	Maize ,beans, rice, oil palms, groundnuts, Coffee, tubers vegetable, fruits	Cattle pasture reserves Open field	Reduced fertility, Soil erosion ; Presence of locusts and caterpillars and other leaves eaters; Existence of farmer/ grazer conflicts ; Flooding in certain zones Heavily leached	Inheritance; Tenancy
Pasture zone	Vegetation (trees, shrubs, grass)	Livestock (cattle, small ruminants), asses, horses)	Zone pending official Decision There is the presence of flora and shrubs within the savannahs areas.	Reduction of grazing land; Intrusion into cattle paths; Bush fires Farmer/Grazier conflict	Administration
Forest areas	Savannah shrubs	Zones for fuel wood exploitation, fishing, harvesting of medicinal plants (barks, roots ; Small scale hunting	Forest reserves ; Harvesting of medicinal plants and food items, small scale hunting	Uncontrolled bush fires; Illegal harvesting of fuel wood (deforestation) ; Bush fire burning down trees due to farming and hunting activities Farming by population and using bush fire as a means of clearing	Limited control by administration and traditional authorities
Water bodies/ Rivers	Water	Cattle drinking points Construction of houses; Domestic use; Fishing and Agriculture	Drinking and agricultural production	pollution Destruction of river banks Drying off of water leading to a drop in level of water level Population cutting down surrounding trees thus rendering the waterfall surroundings bear	Free access Limited control by Administration
Protected areas	Natural Forest	Sacred forest Water catchment sites Hunting Forest exploitation	Natural forest exist providing a high biodiversity Could be used for touristic sites Could be used for	Threatened by farming and quest for more land for settlement Urbanisation is a great threat to the wildlife Some wildlife are	MINFOF Community Forest Management Institutions Traditional

			research Customary right offers local inhabitants to reap benefits Sponge or water reservoir for the communities	threat to human	Authorities
Mineral resources	Laterite, Gravel and Stone Quarry	Road construction Construction of houses	Employ many youths Source of council revenue Exploited by inhabitants for their welfare and construction of houses	Could destabilise the environment Bring many unscrupulous people to the community for exploitation Poor access to the site Dangerous activity with possibility of causing some health hazards	Traditional Authorities and the council

CHAPTER 6. OPERATIONAL PLANNING

6.1 Resource mobilisation

The mobilisation of resources was aimed at:

- Impelling authorities and populations to mobilise resources for the realisation of projects especially those appearing in the Annual investment plan;
- Identifying and valorising the various funding sources at council level;
- Reinforcing the capabilities of communities as regards the search for funding and fund raising strategies.

This mobilisation had to do with the elaboration of a real partnership between the various actors, in order to create the basis for a good collaboration in the implementation of the plan.

The different sources of council income which could be available for investments for the year 2012 budgetary year include funds from the following partners and areas:

The CDP budget is as follows:

Table 55: CDP Budget

Income sources	Amount	PROJECT TYPE
PNDP	72.954.332	Projects in the CDP
Additional Council Taxes (ACT)	80.682.000	Projects in the CDP
COUNCIL BUDGET	61.762.668	Projects in the CDP
MINFOF	1.000.000	Protection of catchment
HIPC	75.000.000	Afforestation program
Japan Funding (1.700.000.000	Construction of 5 Schools
African Development Bank (ADB)	20.000.000	Construction of Toilets
Public Investment Budget (PIB)	125.720.000	
FEICOM	135.000.000	Construction of Town Hall
CDP Beneficiary contribution	6.520.000	Projects in the CDP
TOTAL	2.278.639.000	

6.2 Triennial Planning of priority projects (including Marginalised population)

Table 56: the triennial plan of the CDP

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Actors Involved	Schedule			Resources			Sources of Finance
			Product	Indicator		Y1	Y2	Y3	Human	Material	Financial	
Education												
Construction of Classrooms within the Santa Council area	Construction of 2 classrooms and administrative block at G.S Ntoh Mbei.	Feseability studies Mobilisation of community support. Recruitment of contractor.	Construction work is started.	2 classrooms and administrative block in G.S Ntoh Mbei.	CFC MINDUB MINEPAT SDO PNDP			X	Labour. masons	Bricks Stones cement Zinc Rods planks	24,000,000	FEICOM Investment budget.
	Construction of 3 classrooms and administrative block at G.S Mawenjang.	Contact school authority Feseability studies Mobilise community contribution. Recruit a contractor	Contract is awarded Contacts made for supplier of stones and sand. Building material is deposited at the site.	3 classrooms and administrative block are constructed in G.S Mawenjang.	CFC MINDUB MINEPAT SDO PNDP		X		Labour Masons Unskilled labour	Bricks Stones cement Zinc Rods planks	32,000,000	Council budget
	Construction of 4 classrooms at G.S Alatening.	School authority is contacted. Feseability studies carried out Recruit a contractor	Contract is awarded Construction plot is selected Work is started	4 classrooms are constructed in G.S Alatening	CFC MINDUB MINEPAT SDO PNDP			X	Builders. Carpenters Unskilled labourers.	Stones planks Zinc Cement concrete	32,000,000	- community contribution. Investment budget
	4. Nursery Block in GNS Santa is constructed	Feseability studies Mobilisation of community support. Recruitment of contractor.	Site for construction is selected Contract is awarded Field visit by the contractor.	2 classrooms are constructed in G.S Soshi, santa. Reception ceremony at the campus.	CFC MINDUB MINEPAT SDO PNDP	X			Technicians Labourers Carpenters Bricklayers.	Cement Stones Sand planks	25,000,000	-PIB budget
	Construction of 2 classrooms at G.S Mificat.	Feseability studies Mobilisation of community support. Recruitment of contractor.	Contract is awarded Contacts made for supplier of stones and sand. Building material is deposited at the site.	2 classrooms are constructed at G.S Mificat	CFC MINDUB MINEPAT SDO PNDP	X			Labour Masons Unskilled labour	Bricks Stones cement Zinc Rods planks	16,000,000	-PNDP -Community contribution. -Council budget

Construction of 4 classrooms and administrative block at GT.C Awing	Contact school authority Feseability studies Mobilise community contribution. Recruit a contractor	Contract is awarded Contacts made for supplier of stones and sand. Building material is deposited at the site.	4 classrooms and Adm. Block are constructed in G.T.C Awing	CFC MINDUB MINEPAT SDO PNDP		X		Labour. masons	Sand -Cement -Stones -Timber -Zinc -Iron rods	40,000,000	PIB
Construction of 2 classrooms at G.S Atualah	School authority is contacted. Feseability studies carried out Recruit a contractor	Site for construction is selected Contract is awarded Field visit by the contractor.	2 classrooms are constructed at G.S Atualah.	CFC MINDUB MINEPAT SDO PNDP		X		Builders. Carpenters Unskilled labourers	Bricks Stones cement Zinc Rods planks	24,000,000	-PNDP -Community contribution. -Council budget
Construction of 3 classrooms and administrative block at G.S Kwindegli	Feseability studies Mobilisation of community support. Recruitment of contractor.	Site for construction is selected Contract is awarded Field visit by the contractor.	3 classrooms and Adm. Block are constructed at G.S Kwindegli	CFC MINDUB MINEPAT SDO PNDP			X	Builders. Carpenters Unskilled labourers.	Stones planks Zinc Cement concrete	32,000,000	Council investment budget Community contribution
Construction of 2 classrooms at G.S Muwah	Contact school authority Feseability studies Mobilise community contribution. Recruit a contractor	Contract is awarded Contacts made for supplier of stones and sand. Building material is deposited at the site.	2 classrooms are constructed at G.S Muwah	CFC MINDUB MINEPAT SDO PNDP			X	Builders. Carpenters Unskilled labourers	Stones planks Zinc Cement concrete	16,000,000	Council budget. Community contribution.
Construction of 2 classrooms at G.S Atuanjong.	Feseability studies Mobilisation of community support. Recruitment of contractor.	Contract is awarded Contacts made for supplier of stones and sand. Building material is deposited at the site.	2 classrooms are constructed at G.S Atuanjong	CFC MINDUB MINEPAT SDO PNDP			X	Technicians Labourers Carpenters Bricklayers	Stones planks Zinc Cement concrete	16,000,000	Council budget Community contribution
Construction of 2 classrooms at G.S Azaneh.	Feseability studies Mobilisation of community support. Recruitment of contractor.	Contract is awarded Construction plot is selected Work is started	2 classrooms are constructed at G.S Azaneh	CFC MINDUB MINEPAT SDO PNDP	X			Builders. Carpenters Unskilled labourers.	Stones planks Zinc Cement concrete	16,000,000	-PNDP -Community contribution. -Council budget

	GS Santa is constructed	Feseability studies of Mobilisation of community support. Recruitment of contractor	Contract is awarded Contacts made for supplier of stones and sand. Building material is deposited at the site.	GS Santa is constructed	CFC MINDUB MINEPAT SDO PNDP	X			Labour Masons Unskilled labour	Stones planks Zinc Cement concrete	340,000,000	-PIB (Japanese Donation)
	GBS Santa is constructed	Feseability studies of Mobilisation of community support. Recruitment of contractor	Contract is awarded Contacts made for supplier of stones and sand. Building material is deposited at the site.	GBS Santa is constructed	CFC MINDUB MINEPAT SDO PNDP	X			Labour Masons Unskilled labour	Stones planks Zinc Cement concrete	340,000,000	- PIB (Japanese Donation)
	GS Banjong constructed	Feseability studies of Mobilisation of community support. Recruitment of contractor	Contract is awarded Contacts made for supplier of stones and sand. Building material is deposited at the site.	GS Banjong is constructed Town	CFC MINDUB MINEPAT SDO PNDP	X			Labour Masons Unskilled labour	Stones planks Zinc Cement concrete	340,000,000	-PIB (Japanese Donation)
	GS Menka is constructed	Feseability studies of Mobilisation of community support. Recruitment of contractor	Contract is awarded Contacts made for supplier of stones and sand. Building material is deposited at the site.	GS Menka is constructed Town	CFC MINDUB MINEPAT SDO PNDP	X			Labour Masons Unskilled labour	Stones planks Zinc Cement concrete	340,000,000	-PIB (Japanese Donation)
	GS Buchi is constructed	Feseability studies of Mobilisation of community support. Recruitment of contractor	Contract is awarded Contacts made for supplier of stones and sand. Building material is deposited at the site.	GS Buchi is constructed	CFC MINDUB MINEPAT SDO PNDP	X			Labour Masons Unskilled labour	Stones planks Zinc Cement concrete	340,000,000	-PIB (Japanese Donation)
Construction of tiolet in School	1 tiolet is constructed in GS Mesaw	Construction of a tiolet	Constructed tiolet	Tiolet completed	CFC MINDUB MINEPAT SDO PNDP	X			Builders. Carpenters Unskilled labourers.	Stones planks Zinc Cement concrete	1,800,000	-PNDP -Community contribution. -Council budget

	Toilets are constructed in GS Muwah	Construction of a toilet	Constructed toilet	Toilet completed	MINDUB MINEPAT SDO	X			Builders. Carpenters Unskilled labourers.	Stones planks Zinc Cement concrete	5,000,000	-ADB
	Toilets are constructed in GS Ndapang	Construction of a toilet	Constructed toilet	Toilet completed	MINDUB MINEPAT SDO	X			Builders. Carpenters Unskilled labourers.	Stones planks Zinc Cement concrete	5,000,000	-ADB
	Toilets are constructed in GS Menka	Construction of a toilet	Constructed toilet	Toilet completed	MINDUB MINEPAT SDO	X			Builders. Carpenters Unskilled labourers.	Stones planks Zinc Cement concrete	3,500,000	-PIB
	Toilets are constructed in GS Kwendegli	Construction of a toilet	Constructed toilet	Toilet completed	MINDUB MINEPAT SDO	X			Builders. Carpenters Unskilled labourers.	Stones planks Zinc Cement concrete	2,200,000	- PNDP -Community contribution. -Council budget
Acquisition of desks and Tables in Schools	Tables and desks are acquired for GNS Santa		Tables and desks are acquired for GNS Santa		MINDUB MINEPAT SDO PNDP	X					2.500.000	-PIB
	Desks are acquired for GS Kongfunne		33 desks are acquired for GS Kongfunne		MINDUB MINEPAT SDO PNDP	X					1,000,000	-PNDP -Community contribution
	Desks are acquired for GS New Town		33 desks are acquired for GS Kongfunne		MINDUB MINEPAT SDO PNDP	X					1,000,000	-PNDP -Community contribution
Recruitment of 13 teachers for the schools of the Council area.	Recruitment of 3 teachers at G.S Ntarreh.	Getting into contact with school authorities Apply through MINEDUB. Contact the teachers training colleges.	Information is gotten on the availability of the teachers	3 teachers are recruited at G.S Ntarreh.	CFC MINDUB MINEPAT SDO PNDP		X		Training college.		5,100,000 (for the 1st year)	Decentralised funds from MINEDUB
	Recruitment of 3 teachers at G.S Mbu	Contact the training colleges Contact visit to school authority Technical consultation with MINEDUB	Agreement between council, MINEDUB and school authorities on modalities.	3 teachers at work in G.S Mbu	CFC MINDUB MINEPAT SDO PNDP		X		Council resource person The training college.		5,100,000	Decentralised funds from MINEDUB

	Recruitment of 2 teachers at G.S Baba II	Technical consultation with MINEDUB Contact the training colleges Contact visit to school authority	Information is gotten on the availability of the teachers	2 teachers are recruited at G.S Baba II	CFC MINDUB SDO PNDP			X	Training college.		3,400,000	Decentralised funds from MINEDUB	
	Recruitment of 2 teachers at G.S Ntoh Mbei	Getting into contact with school authorities Apply through MINEDUB. Contact the teachers training colleges	Agreement between council, MINEDUB and school authorities on modalities	2 teachers are recruited at G.S Ntoh Mbei.	CFC MINDUB SDO PNDP			X	Council resource person The training college		3,400,000	Decentralised funds from MINEDUB	
	Recruitment of 3 teachers at G.S Atualah	Contact the training colleges Contact visit to school authority Technical consultation with MINEDUB	Contact visit to school Inform MINEDUB of the need Contact training colleges	3 teachers are recruited at G.S Atualah	CFC MINDUB SDO PNDP			X	Training college		5,100,000	Decentralised funds from MINEDUB	
Sub total											303,900,000		
Public Works													
Rehabilitation of 33km of council roads.	The main council roads are rehabilitated	Feseability studies Mobilisation of community support. Reqrutment of a contractor.	33km of roads rehabilitated within the Council area.	-Atualah-Lup-Mesaw (5km) -Ndapang-Ntaane-Kwada (4km) -Nipwalla-Kongibat (5km) -Balek-Muchou-Bafon-Nilap(2km) -Ngoh-Ntarreh-Mbei (6km) -Meforbe-D.O's office (4km) -Aziendzere-Tanjang-Awing mkt (7km)	CFC MINTP MINEPAT SDO PNDP			X	X	Terrestrial Surveyors Engineers Technicians	-Sand -Stones -Agregate -Cement -Iron rods -Timber -etc	45,500,000	-CAC -PIB.
Acquisition of small equipment for road maintenance	Small equipment are acquired for road maintenance	Acquisition of small equipment for road maintenance	Small equipment are acquired for road maintenance	Equipment acquired	CFC			X				2.220.000	PIB
Construction of culverts at Mificat and Dowah	Culverts are constructed in Mificat and Dowah	Construction of culverts at Mificat and Dowah	Culverts are constructed in Mificat and Dowah	Culverts constructed	CFC DD MINEPAT			X				9.000.000	-Council Budget
Sub total												45,500,000	
Agriculture													

Amelioration of agricultural production through training and acquisition of equipment.	A multipurpose agricultural training center is constructed in Njong village.	Feseability studies. Contact with MINADER. Award of the contract.	A multipurpose agric training center in Njong.	Ceremony to open the center.	CFC MINADER		X		-Engineers Technicians	Bricks Sand Stones Rods Louvers Ceiling.	20,000,000	Council Budget
	Recruitment of five agric technicians for the council area	Advertise the positions. Contact MINADER Pre-selection done Final selection done.	Five agric technicians are stationed in the council area.	Working visit to farming groups in 5 villages.	CFC MINADER		X		Interview committee		27,000,000	FEICOM
	Provision of one Tractor.	Contact the supplier. Tractor is bought.	A tractor is brought in and packed at council premises.	Manifestation of interest by farm groups to use the tractor.	CFC MINADER		X		Council resource person.		30,000,000	Lobby for funding.
Sub total											77,000,000	

WATER AND ENERGY.

Project (or Micro Project)	Expected Results	Activities	Products and indicators		Actors Involved	Schedule			Resources			Sources of Finance
			Product	Indicator		Y1	Y2	Y3	Human	Material	Financial	
Construction of Water Catchment and Extension of water supply of Alamiti water scheme	Water catchment is constructed and water supply extended from the alamiti water scheme.	Contract award process. Award of contract for construction of catchment and extension of the Alamiti water scheme	Call to tender file Contractor selected	Publication of tender Signed contract.	CFC MINEE VFC	X			Engineers Community labour	Sand Stones Cement Rods. concrete	10,000,000	-PNDP -Community contribution -Council budget.
Construction of the Santa Innervillage Water Supply	Santa water supply is reinforced for greater supply	Construction of the Santa Innervillage Water Supply	2 catchments are constructed	Rate of realisation	CFC Contractor	X					16,000,000	PNDP -Community contribution
Construction of the Santa Innervillage Water Supply	Water is extended to the urban space of Njong, Mbei, Santa and Meforbe	Construction of the Santa Innervillage Water Supply	Water is extended to the urban space of Njong, Mbei, Santa and Meforbe	Rate of realisation	CFC Contractor	X					30,000,000	-PIB -Council Budget
Construction of Nyakah- Njong Water Catchment and Extension of water supply to Fulani	Water catchment is constructed at Nyakah- Njong and supply is extended to Fulani Quarter and	Contract award process Award of contract for construction of catchment and	Call to tender file Contractor selected Catchment is	Publication of tender Signed contract Rate of	CFC MINEE VFC	X			Engineers Community labour	Sand Stones Cement Rods. concrete	10,000,000	-FEICOM -Community contribution -Council budget

Quarter and Nifumbong	Nifumbong.	extension to Fulani Quarter and Nifumbong Execution of the Contract Reception of water Project	constructed and Water is extended to at least 12 stand taps in Fulani Quarter and Nifumbong	realisation Water flowing from new stand taps								
Construction of Water Catchment and Extension of water supply to Nilap	Award of contract for construction of catchment and extension to Nilap-Akum	Contract award process	Call to tender Contract selected Catchment is constructed and Water is extended to at least 8 stand taps in Nilap-Akum	Signed contract	CFC MINEE VFC	X					10,000,000	-Community contribution -Council budget
Extension of Ngoh (alatening) water project to Messing and Ntah farm	Water is supplied in Messing and Ntah farm.	Feseasibility studies. Mobilisation of community.	Award of the contract	Work starts on site.	CFC MINEE VFC	X			Engineers. Labour.	Pipes. Cement Concrete Sand.	10,000,000	-Community contribution -Council budget
Construction of a borehole in Akum	A borehole is constructed in Akum	Construction of a borehole in Akum	A borehole is constructed in Akum	Rate of realisation	CFC Contractor	X			Engineers. Labour.	Pipes. Cement Concrete Sand.	10,000,000	-PIB
Installation of a high tension transformer at Njong square and extension of line to Ntoh, Mankag, Mawenjang, Nifumbong, Fulani quarter, Alahntah, Ntahtitong and Ntahmafe	Transformer is installed and electricity is extended to 8 quarters.	Contact with AESonel for feseasibility studies Mobilisation of community support.	Contract is awarded	Poles are pinned	CFC MINEE VFC			X	Engineers labour	Transformer Cables poles	100,500,000	Source for funding
Extension of water supply to Doua, Tango, Bosa, Ngwamifi, and	5 quarters are reached with water.	Feseasibility studies.	Costing is ascertained. Contract is awarded	Contractor starts acquisition of material.	CFC MINEE VFC			X	Engineers labour	Pipes. Cement Concrete Sand.	36,000,000	PIB and other lobbied funds.

parts of Munongneba (baligham)												
Rehabilitation of the Mbu water scheme.	Mbu water scheme is rehabilitated and Mbu central and G.H.S chuboh are supplied.	Contract award process Award of contract for rehabilitating of catchment and extension of the Mbu central water scheme and extension to the GHS Chobou neighbourhood Execution of the Contract Reception of water Project	Call to tender file Contractor selected Catchment is rehabilitated and Water is extended to at least 8 stand taps in Mbu Water is flowing in stand taps	Publication of tender Signed contract Rate of realisation Water flowing from new and all stand taps	CFC MINEE VFC	X			Engineers labour	Pipes. Cement Concrete Sand.	10,000,000	-Council budget -FEICOM -Community contribution
Extension of the Buchi Community Water Scheme from ASU to stand Taps in Kongs, Matazem and Malapah	the Buchi Community Water Scheme is extended from ASU to stand Taps in Kongs, Matazem and Malapah	Contract award process Award of contract for extension of Buchi Community water scheme Execution of the contract	Call to tender file Signed contract Water is extended to at least 12 stand taps in Kongs, Matazem and Malapah	Publication of tender Contractor selected. Rate of realisation.	CFC MINEE VFC	X			Engineers labour	Pipes. Cement Concrete Sand.	10,000,000	Council budget Community contribution.
Extension of electricity to Chu, Ndolali Lower Ntarreh, Upper Ntarreh and Makemtikong		Award of contract for extension of Buchi Community water scheme	Contractor selected	Signed contract	CFC MINEE VFC		X		Sonel technicians Community participation	Transformer cables	40,000,000	lobby for funding
Replacement of the low power transformer with a 3-phase transformer in Akum.	3-phase transformer is installed.	AES Sonel is contacted. Agreement is made	Consensus is reached and time to do the work agreed	Working visits paid to AES Sonel. Field visit by AES Sonel	CFC MINEE VFC		X		Sonel technicians Community participation	Transformer cables	5,000,000	-Community contribution -Council budget
Maintenance of water catchment and storage tank in Baba II	Water catchment and storage tank in Baba II are maintained.	Award of contract for maintenance of water catchment and storage tank in Baba II	Call to tender file Signed contract Catchment and	Publication of tender Contractor selected.	CFC MINEE VFC	X			Engineers labour	Stones Cement Concrete Rods.	10,000,000	-Community contribution -Council

		Execution of the contract	storage tank are maintained	Rate of realisation.						wood		budget
Construction of catchment at ngong to serve from new town through kwindegli to Ndapang,through Bafren to kongfune and from Ndapang to Ntaane(ndasa)	Catchment is constructed at Ngong.	Call for tender Feseability studies done.	Contract is awarded.	Contractor start work	CFC MINEE VFC		X		Water engineers Community labour.	Stones Cement Concrete Rods. wood	72,000,000	Lobby for funds.
Rehabilitation of mbei water scheme	The Mbei water scheme is rehabilitated.	Contract award process Award of contract for rehabilitating of catchment and extension of the Mbei water scheme Execution of the Contract Reception of water Project	Call to tender file Contractor selected Catchment is rehabilitated and Water is extended to at least 8 stand taps in Mbei Water is flowing in stand taps	Water flowing from new stand taps Publication of tender Signed contract Rate of realisation Water flowing from new and all stand taps.	CFC MINEE VFC		X		Water engineers Community labour.	Stones Cement Concrete Rods. pipes	10,000,000	-Council budget -FEICOM -Community contribution
Sub total											333,500,000	

FISHERIES AND ANIMAL INDUSTRIES.

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Actors Involved	Schedule			Resources			Sources of Finance
			Product	Indicator		Y1	Y2	Y3	Human	Material	Financial	
Construction of 2 cattle crushes at grazing zones in Ntara and Bangfon	Cattle crushes are constructed in Ntara and Bangfon.	Site is selected. Feseability studies carried	Contract is awarded.	Contractor starts work.	CFC MINEPIA VFC		X		-labour -builders	Planks Cement Concrete Stones.	1,000,000	Council Investment budget

Training of representatives of livestock breeders per animal specie from villages in production techniques.	20 selected prominent breeders/rearers are trained in production techniques.	Field contacts to select those for the training. Identify trainers Select venue.	Letter of invitation is circulated to both trainers and trainees.	Letters are received. Venue is stated in the letter.	CFC MINEPIA VFC			X	Experts in livestock breeding.	Accommodation. Feeding of participants	2,000,000	Investment budget
Construction of a zoo technical and veterinary control centers at Awing and Pinyin.	Zoo technical centers are constructed in Awing and Pinyin.	Request land from fons. Contact technicians. Mobilise community participation.	Contract is awarded.	Contractor starts to bring in material.	CFC MINEPIA VFC			X	Engineers Labour Two vet officers	Building material Equipment for the centre.	30,000,000	PIB
Sub total											33,000,000	
ENVIRONMENT AND NATURE PROTECTION												
Planting of 18,000 environmental trees in 9 villages within the Council area	2,000 trees each are planted in Baligham, Akum, Alatening, Baba II, Mbu, Mbei, Njong, Pinyin and Santa central	Selection of tree species Form a work team for each village Planning with MINEP Community mobilisation	Calendar of activity is agreed. Trees are acquired.	Tree nurseries are stationed at the council office.	MINEP CFC VFC			X	Tree farmers. Environment alists.	Digging tools. Vehicles for movement.	100,000,000	Apply for funding.
Sensitization of municipal community on the need for environmental protection.	Sensitization is done in all ten villages of the santa Council area.	Contact village authorities Agree modalities of sensitization Choose a venue in each village Agree on calendar of activities	Calendar of activities is achieved.	Information is circulated in the villages	MINEP CFC VFC			X	Environment alist. Council environment al department.	Housing for the teams.	35,000,000	Decentralis ed funds
Sub total											135,000,000	
TRADE.												
Construction of Markets	Construction of the Foundation for 40 sheds at Ndapang Market	Feasibility studies on construction Contract award process Award of rehabilitation Contract Execution of Contract	Study realised Call to tender file Contractor selected The foundation is constructed	Report Publication of tender Signed contract Rate of execution	MINCOM MERCE CFC VFC		X	labour	Land		9,954,000	Council budget FEICOM Council budget

Construction of an agricultural produce warehouse in Santa	An agricultural produce warehouse is constructed in Santa	Construction of an agricultural produce warehouse in Santa	An agricultural produce warehouse is constructed in Santa	Rate of execution	CFC Contractor MINCOMM ERCE	X			labour	Land	40,000,000	PIB
Sub total											9,954,000	
TERRITORIAL ADMINISTRATION.												
Construction of Santa Town Hall	Santa Town Hall is constructed	Construction of Santa Town Hall	Santa Town Hall is constructed	Rate of execution	CFC Contractor MINADT	X					135,000,000	FEICOM
Construction of toilets at the council premises	A WC toilet is constructed in the Santa council premises	Construction of WC toilets in the Santa council premises	A wc toilet constructed	Available WC toilet	MINADT CFC MINEPAT	X					4,900,000	FEICOM
Acquisition of furniture and office accessories	Office furniture and accessories are acquired	Acquisition of furnitures and office accessories for the Santa council	Office furniture and accessories acquired	Furnitures and office accessories available	MINADT CFC MINEPAT	X					7,045,000	FEICOM
Acquisition of cleaning machines	Cleaning machines acquired	Acquisition of cleaning machines	Cleaning machines are acquired	Cleaning machine is available	MINADT CFC MINEPAT	X					1,800,000	FEICOM
Purchase and maintenance of computers, printers and accessories	Computers, printers and accessories are purchased and maintenance carried out	Purchase and maintenance of computers, printers and accesories	Computers, printers and accessories are purchased and maintenance carried out	At 1 new computer and 1 printer are purchased All computers and printers of the council are in good state	MINADT CFC MINEPAT	X					6,759,000	FEICOM
Purchase of executive and Secretary chairs	An executive and a secretary chair acquired	Purchase of executive and Secretary chairs	An executive and a secretary chair acquired	1 new Executive and 1 new Secretary chair acquired	MINADT CFC MINEPAT	X					2,622,000	FEICOM
Repairs and servicing of council vehicles	Council vehicles are repaired	Repairs and servicing of council vehicles	Council vehicles are repaired	Council vehicles are in good state throughout the year	MINADT CFC MINEPAT	X					3,947,000	FEICOM
Purchase of super tractor tyres	Tractor tyres are purchased	Purchase of super tractor tyres	Tractor tyres are purchased	4 new tyres acquired	MINADT CFC MINEPAT	X					1,092,000	FEICOM
Acquisition of an iron	An iron gate is	Acquisition of an iron	Iron gate is	Availability of	MINADT	X					4,000,000	FEICOM

gate for the council premises	purchased for the council premises	gate	acquired	an iron gate at the council premises	CFC MINEPAT								
Sub total													32,165,000
Sports and Physical Education													
Construction of a fence around the municipal stadium	A fence is constructed around the municipal stadium	Construction of a fence around the municipal stadium	Fence is constructed	Availability of a fence around the stadium	MINADT CFC MINEPAT MINSEP	X						4,948,000	FEICOM
Forestry and Wildlife													
Afforestation of the Council area	Vast area of land is reafforested	Reafforestation of land in the Council area	Land is reafforested	Number of trees planted Surface area regenerated	MINFOF CFC MINEPAT	X						75,000,000	HIPC Funds
Protection of water catchment areas	Catchment areas are protected	Protection of water catchment area	Catchment areas are protected	Number of catchment	MINFOF CFC MINEPAT	X						1,000,000	MINFOF
Urban Development and Housing													
Placement of culverts for drainage of water runoffs	Culverts are placed at low points for proper drainage	Implanting of culverts	Culverts are placed	Number of culverts placed	MINDUH CFC MINEPAT	X						11,352,000	FEICOM
Public Health													
Construction of toilets in Health Units	1.Toilets is Constructed at the IHC Awing	Construction of toilets in IHC Awing	Toilets are constructed in IHC Awing	Rate of realisation	MINDUB MINEPAT MINSANTE	X						5.000.000	-ADB
	2. Toilets is Constructed at the IHC Ndapang	Construction of toilets in IHC Ndapang	Toilets are constructed in IHC Ndapang	Rate of realisation	MINDUB MINEPAT MINSANTE	X						5.000.000	-ADB
Culture													
Construction of a Community Hall in Baligham	A Community Hall is constructed in Baligham	Construction of a Community Hall in Baligham	A Community Hall is constructed in Baligham	Rate of realisation	MINCULT MINEPAT CFC	X						15.000.000	-PIB
Employment and Vocational Training													
Acquisition of 60 desks for SAR/SM Santa	60 desks are acquired for SAR/SM Santa		Tables and desks are acquired for GNS Santa	Desks available	MINDUB MINEPAT SDO	X						2.000.000	-PIB
3 Sub totals													92,300,000
Grand Total												1,042,319,000	

6.3 The annual Investment Plan.

The Council Annual Investment Plan (AIP) is a document that presents the council's plan of work to be realized, when and how much is allocated to each aspect or project for that fiscal year. For the Santa council the AIP has an investment plan of priority projects and an operational plan for the vulnerable population

6.3.1 Annual Investment Plan of priority projects.

The AIP of priority projects is present in 10 sectors as shown in table 36 below;

Table 57: The annual investment plan (AIP) of priority projects

Project (or Micro Project)	Expected Results	Activities	Products and indicators		Actors Involved	Schedule in quarters of a year				Resources				Sources of Finance
			Product	Indicator		1	2	3	4	Human	Material	Financial		
												PNDP	Beneficiary	
Basic Education														
Construction of 10 Classrooms within the Santa Council area	1. 02 primary schools classrooms are constructed in GS Azaneh Awing	Contract award process	Call to tender file	Publication of tender	Tender Board CFC	X								-Council budget
		Award of contract for construction of building	Contractor selected	Signed contract	CFC DD MINEPAT	X								-Council budget
		Execution of the Contract	2 Classrooms in G.S. Azaneh are constructed	Rate of realisation	CFC Contractor		X	X	X			14.400.000	1.600.000	-PNDP -Community contribution
		Reception of classrooms building	Available new classrooms	Keys of the building	CFC MINDUB MINEPAT SDO PNDP				X					-Council budget
	2. 02 primary schools Classrooms are constructed in GS Atualah Pinyin	Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X								-Council budget
		Award of contract for construction of building	Contractor selected	Signed contract	CFC DD MINEPAT	X								-Council budget
		Execution of Contract	2 Classrooms in G.S. Atualah are constructed	Rate of realisation	CFC Contractor		X	X	X			14.400.000	1.600.000	-PNDP -Community contribution

		Reception of the library building	Available new classrooms	Keys of the building	CFC MINDUB MINEPAT SDO PNDP				X										-Council budget
3. 02 primary schools Classrooms are constructed in GS Mificat Baligham		Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X													-Council budget
		Award of contract for construction of building	Contractor selected	Signed contract	CFC DD MINEPAT	X													-Council budget
		Execution of the Contract	2 Classrooms in G.S. Mificat are constructed	Rate of realisation	CFC Contractor		X	X	X					14.400.000	1.600.000				-PNDP -Community contribution
		Reception of classrooms building	Available new classrooms	Keys of the building	MINDUB MINEPAT SDO PNDP				X										-Council budget
4. Nursery Block in GNS Santa is constructed		Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X													-Council budget
		Award of contract for construction of building	Contractor selected	Signed contract	CFC DD MINEPAT	X													-Council budget
		Execution of the Contract	Nursery block in GNS Santa is constructed	Rate of realisation	CFC Contractor		X	X	X						25.000.000				-PIB
		Reception of classrooms building	Available new classrooms	Keys of the building	MINDUB MINEPAT SDO PNDP				X										-Council budget
5.GS Santa is constructed		Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X													-Council budget
		Award of contract for construction of building	Contractor selected	Signed contract	CFC DD MINEPAT	X													-Council budget
		Execution of the Contract	GS Santa is constructed	Rate of realisation	CFC Contractor		X	X	X						340.000.000				-PIB (Japan funding)
		Reception of classrooms building	Available new classrooms	Keys of the building	MINDUB MINEPAT SDO PNDP				X										-Council budget
6.GBS Santa is constructed		Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X													-Council budget

		Award of contract for construction of building	Contractor selected	Signed contract	CFC DD MINEPAT	X													-Council budget					
		Execution of the Contract	GBS Santa is constructed	Rate realisation of	CFC Contractor		X	X	X											340.000.000	-PIB (Japan funding)			
		Reception of classrooms building	Available new classrooms	Keys of the building	MINDUB MINEPAT SDO PNDP				X												-Council budget			
	7.GS Banjong is constructed		Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X														-Council budget			
			Award of contract for construction of building	Contractor selected	Signed contract	CFC DD MINEPAT	X															-Council budget		
			Execution of the Contract	GS Banjong is constructed	Rate realisation of	CFC Contractor		X	X	X												340.000.000	-PIB (Japan funding)	
			Reception of classrooms building	Available new classrooms	Keys of the building	MINDUB MINEPAT SDO PNDP				X												-Council budget		
	8.GS Menka is constructed		Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X															-Council budget		
			Award of contract for construction of building	Contractor selected	Signed contract	CFC DD MINEPAT	X																-Council budget	
			Execution of the Contract	GS Menka is constructed	Rate realisation of	CFC Contractor		X	X	X													340.000.000	-PIB (Japan funding)
			Reception of classrooms building	Available new classrooms	Keys of the building	MINDUB MINEPAT SDO PNDP				X													-Council budget	
	9.GS Buchi is constructed		Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X															-Council budget		
Award of contract for construction of building			Contractor selected	Signed contract	CFC DD MINEPAT	X																-Council budget		
Execution of the Contract			GS Buchi is constructed	Rate realisation of	CFC Contractor		X	X	X													340.000.000	-PIB (Japan funding)	

		Reception of classrooms building	Available new classrooms	Keys of the building	MINDUB MINEPAT SDO PNDP				X											-Council budget		
	Toilets are constructed in GS Muwah	Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X														-Council budget		
		Award of contract for construction of toilet	Contractor selected	Signed contract	CFC DD MINEPAT	X															-Council budget	
		Execution of the Contract	Toilets are constructed in GS Muwah	Rate of realisation	CFC Contractor		X	X	X								5.000.000				-ADB	
		Reception of toilets	Available new toilets	Keys of the building	MINDUB MINEPAT SDO PNDP				X												-Council budget	
	Toilets are constructed in GS Ndapang	Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X															-Council budget	
		Award of contract for construction of toilet	Contractor selected	Signed contract	CFC DD MINEPAT	X																-Council budget
		Execution of the Contract	Toilets are constructed in GS Ndapang	Rate of realisation	CFC Contractor		X	X	X								5.000.000				-ADB	
		Reception of toilets	Available new toilets	Keys of the building	MINDUB MINEPAT SDO PNDP				X													-Council budget
	Toilets are constructed at GS Menka		Toilets are constructed at GS Menka		MINDUB MINEPAT SDO PNDP		X									3.500.000				-PIB		
	Tables and desks are acquired for GNS Santa		Tables and desks are acquired for GNS Santa		MINDUB MINEPAT SDO PNDP		X									2.500.000				-PIB		
	Construction of Latrines at GS Kwindeghli		4 rooms latrine is constructed in GS Kwindeghli		MINDUB MINEPAT SDO PNDP		X							1.980.000	220.000					-PNDP -Community contribution		

	Acquisition of desk for GS Kongfune		33 desks are acquired for GS Kongfune		MINDUB MINEPAT SDO PNDP		X					900.000	100.000	-PNDP -Community contribution
	Acquisition of desk for GS New Town		33 desks are acquired for GS New Town		MINDUB MINEPAT SDO PNDP		X					900.000	100.000	-PNDP -Community contribution

Water

Construction of Water Catchments, Storage Tanks and Extension of water to neighbourhoods in the Santa Council area	1. Water is extended to at least 12 stand taps in Messing and Ntahfarm	Contract award process	Call to tender file	Publication of tender	CFC Tender Board		X							-Council budget	
		Award of contract for extension of Ngho water scheme	Contractor selected	Signed contract	CFC DD MINEE		X							-Council budget	
		Execution of the Contract	Water is extended to at least 12 stand taps in Messing and Ntahfarm	Rate of realisation	CFC Contractor			X	X			9.500.000	500.000	-PNDP -Community contribution	
		Reception of water project	New stand taps available	Water flowing from new stand taps	MINEE MINEPAT PNDP				X					-Council budget	
	2.Santa water supply is reinforced for greater supply	Contract award process	Call to tender file	Publication of tender	CFC Tender Board		X								-Council budget
		Award of contract for construction of building	Contractor selected	Signed contract	CFC DD MINEPAT		X								-Council budget
		Execution of the Contract	2 catchments are constructed	Rate of realisation	CFC Contractor			X	X	X		15.200.000	800.000	-PNDP -Community contribution	
		Reception of water project			MINEE MINEPAT SDO PNDP				X					-Council budget	
	3. Santa water supply is reinforced for greater supply	Contract award process	Call to tender file	Publication of tender	CFC Tender Board		X								-Council budget
		Award of contract for construction of building	Contractor selected	Signed contract	CFC DD MINEPAT		X								-Council budget

		Execution of the Contract	Water is extended to the urban space of Njong, Mbei, Santa and Meforbe										40.000.000	PIB -Council Budget
		Reception of water project			MINEE MINEPAT SDO PNDP				X					-Council budget
4. Catchment is constructed and Water is extended to at least 8 stand taps in Nilap-Akum	Contract award process	Call to tender file	Publication of tender	CFC Tender Board		X								-Council budget
	Award of contract for construction of catchment and extension to Nilap-Akum	Contractor selected	Signed contract	CFC DD MINEE		X								-Council budget
	Execution of the Contract	Catchment is constructed and Water is extended to at least 8 stand taps in Nilap- Akum	Rate of realisation	CFC Contractor			X	X					10.000.000	-Council Budget -Community contribution
	Reception of water Project	Water is flowing in stand taps	Water flowing from new stand taps	MINEE MINEPAT PNDP				X						-Council budget
5. Catchment and storage tank are maintained for constant water flow in Baba II	Contract award process	Call to tender file	Publication of tender	CFC Tender Board		X								-Council budget
	Award of contract for maintenance of water catchment and storage tank in Baba II	Contractor selected	Signed contract	CFC DD MINEE		X								-Council budget
	Execution of the Contract	Catchment and storage tank are maintained for constant water flow	Rate of realisation	CFC Contractor			X	X					5.000.000	-Council Budget -Community contribution
	Reception of water Project	Water is flowing in stand taps	Water is constantly flowing from all stand taps	MINEE MINEPAT PNDP				X						-Council budget
6. Buchi Community Water Scheme is extended from ASU to stand Taps	Contract award process	Call to tender file	Publication of tender	CFC Tender Board		X								-Council budget
	Award of contract for extension of Buchi Community water scheme	Contractor selected	Signed contract	CFC DD MINEE		X								-Council budget

	in Kongsu, Matazem and Malapah	Execution of the Contract	Water is extended to at least 12 stand taps in Kongsu, Matazem and Malapah	Rate of realisation	CFC Contractor			X	X				10.000.000	-Council Budget -Community contribution
		Reception of water project	New stand taps available	Water flowing from new stand taps	MINEE MINEPAT PNDP				X					
7.	Water Catchment is constructed and water supply extended for the Alamiti water scheme	Contract award process	Call to tender file	Publication of tender	CFC Tender Board			X						-Council budget
		Award of contract for construction of catchment and extension of the Alamiti water scheme	Contractor selected	Signed contract	CFC DD MINEE			X						-Council budget
		Execution of the Contract	Catchment is constructed and Water is extended to at least 8 stand taps at Alamiti	Rate of realisation	CFC Contractor			X	X				10.000.000	-Council Budget -Community contribution
		Reception of water Project	Water is flowing in stand taps	Water flowing from new and all stand taps	MINEE MINEPAT PNDP				X					-Council budget
8.	Mbu Water scheme is rehabilitated	Contract award process	Call to tender file	Publication of tender	CFC Tender Board			X						-Council budget
		Award of contract for rehabilitating of catchment and extension of the Mbu central water scheme and extension to the GHS Chobou neighbourhood	Contractor selected	Signed contract	CFC DD MINEE			X						-Council budget
		Execution of the Contract	Catchment is rehabilitated and Water is extended to at least 8 stand taps in Mbu	Rate of realisation	CFC Contractor			X	X				5.000.000	-ACT -Community contribution
		Reception of water Project	Water is flowing in stand taps	Water flowing from new and all stand taps	MINEE MINEPAT PNDP				X					-Council budget
9.	Borehole is constructed in	Contract award process	Call to tender file	Publication of tender	CFC Tender Board			X					-Council budget	

	Akum	Award of contract for construction of a borehole in Akum	Contractor selected	Signed contract	CFC DD MINEE		X												-Council budget
		Execution of the Contract	A borehole is constructed in Akum	Rate of realisation	CFC Contractor			X	X							10.000.000			-PIB
		Reception of water Project	Water is flowing in stand taps	Water flowing from new and all stand taps	MINEE MINEPAT PNDP					X									

Trade

Construction of Markets	The Foundation for 40 sheds at Ndapang Market is constructed	Feasibility studies on construction	Study realised	Report	consultant	X													Council budget	
		Contract award process	Call to tender file	Publication of tender	CFC Tender Board		X													Council budget
		Award of Contract	Contractor selected	Signed contract	CFC DD MINEPAT MINCOMMERCE		X													Council budget
		Execution of Contract	The foundation is constructed	Rate execution of	CFC Contractor MINCOMMERCE		X	X	X	labour	Land					9.954.000			ACT	
Construction of an agricultural produce warehouse in Santa	An agricultural produce warehouse is constructed in Santa	Feasibility studies on construction	Study realised	Report	consultant	X													Council budget	
		Contract award process	Call to tender file	Publication of tender	CFC Tender Board		X													Council budget
		Award of Contract	Contractor selected	Signed contract	CFC DD MINEPAT MINCOMMERCE		X													Council budget
		Execution of Contract	An agricultural produce warehouse is constructed in Santa	Rate execution of	CFC Contractor MINCOMMERCE		X	X	X	labour	Land					40.000.000			PIB	
		Reception of warehouse	A warehouse is constructed	Keys of warehouse received	MINCOMMERCE MINEPAT MINDAF						X									-Council budget

Territorial Administration

Construction of Santa Town Hall	Santa Town Hall is constructed	Feasibility studies on construction	Study realised	Report	Consultant CFC	X													Council budget	
		Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X														Council budget
		Award of Contract	Contractor selected	Signed contract	CFC DD MINEPAT MINADT (SDO)	X														Council budget

		Execution of Contract	The foundation is constructed	Rate of execution	CFC Contractor MINADT		X	X	X	labour	Land		135.000.000	FEICOM
		Reception of Town Hall	Santa Town Hall is constructed	Keys of Town Hall received	FEICOM MINEPAT MINDAF				X					-Council budget
Construction of a toilet at the council premises	A WC toilet is constructed in the Santa council premises	Construction of WC toilets in the Santa council premises	A wc toilet constructed	Available WC toilet	The Mayor CFC	X							4.900.000	ACT
Acquisition of furniture and office accessories	Office furniture and accessories are acquired	Acquisition of furniture and office accessories for the Santa council	Office furniture and accessories acquired	Furnitures and office accessories available	The Mayor CFC	X							7.045.000	ACT
Acquisition of cleaning machines	Cleaning machines acquired	Acquisition of cleaning machines	Cleaning machines are acquired	Cleaning machine is available	The Mayor CFC	X							1.800.000	ACT
Purchase and maintenance of computers, printers and accessories	Computers, printers and accessories are purchased and maintenance carried out	Purchase and maintenance of computers, printers and accessories	Computers, printers and accessories are purchased and maintenance carried out	Atleast 1 new computer and 1 printer are purchased All computers and printers of the council are in good state	The Mayor Secretary General Municipal Treasurer CFC	X	X	X	X				6.759.000	ACT
Purchase of executive and Secretary chairs	An executive and a secretary chair acquired	Purchase of executive and Secretary chairs	An executive and a secretary chair acquired	1 new Executive and 1 new Secretary chair acquired	The Mayor CFC	X							2.622.000	ACT
Repairs and servicing of council vehicles	Council vehicles are repaired	Repairs and servicing of council vehicles	Council vehicles are repaired	Council vehicles are in good state throughout the year	The Mayor CFC	X	X	X	X				3.947.000	ACT
Purchase of super tractor tyres	Tractor tyres are purchased	Purchase of super tractor tyres	Tractor tyres are purchased	4 new tyres acquired	The Mayor CFC	X							1.092.000	ACT
Acquisition of an iron gate for the council premises	An iron gate is purchased for the council premises	Acquisition of an iron gate	Iron gate is acquired	Availability of an iron gate at the council premises	The Mayor CFC		X						4.000.000	ACT
Sports and Physical Education														

Construction of a fence around the municipal stadium	A fence is constructed around the municipal stadium	Construction of a fence around the municipal stadium	Fence is constructed	Availability of a fence around the stadium	The Mayor CFC		X						4.948.000	ACT
Forestry and Wildlife														
Afforestation of the Council area	Vast area of land is re-afforested	Re-afforestation of land in the Council area	Land is re-afforested	Number of trees planted Surface area regenerated	The Mayor CFC		X	X	X				75.000.000	HIPC Funds
Protection of water catchment areas	Catchment areas are protected	Protection of water catchment area	Catchment areas are protected	Number of catchment	The Mayor CFC		X	X	X				1.000.000	MINFOF
Urban Development and Housing														
Placement of culverts for drainage of water runoffs	Culverts are placed at low points for proper drainage	Implanting of culverts	Culverts are placed	Number of culverts placed	The Mayor CFC		X						11.352.000	ACT
Public Health														
Construction of toilets in Health Units	1.Toilets is Constructed at the IHC Awing	Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X								-Council budget
		Award of contract for construction of toilet	Contractor selected	Signed contract	CFC DD MINEPAT	X								-Council budget
		Execution of the Contract	Toilets are constructed in IHC Awing	Rate of realisation	CFC Contractor		X	X	X			5.000.000	-ADB	
		Reception of toilets	Available new toilets	Keys of the toilets	MINDUB MINEPAT MINSANTE				X				-Council budget	
	2. Toilets is Constructed at the IHC Ndapang	Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X								-Council budget
		Award of contract for construction of toilet	Contractor selected	Signed contract	CFC DD MINEPAT	X								-Council budget
		Execution of the Contract	Toilets are constructed in IHC Ndapang	Rate of realisation	CFC Contractor		X	X	X			5.000.000	-ADB	
		Reception of toilets	Available new toilets	Keys of the toilets	MINDUB MINEPAT MINSANTE				X				-Council budget	
Public Works														
Acquisition of small equipment for road maintenance	Small equipment are acquired for road maintenance	Acquisition of small equipment for road maintenance	Small equipment are acquired for road maintenance	Equipment acquired	CFC		X	X	X				2.220.000	PIB

Construction of culverts at Mificat and Dowah	Culverts are constructed in Mificat and Dowah	Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X												-Council budget	
		Award of contract for construction of culverts in Mificat and Dowah	Contractor selected	Signed contract	CFC DD MINEPAT	X													-Council budget
		Execution of the Contract	Culverts are constructed in Mificat and Dowah	Rate of realisation	CFC Contractor		X	X	X							9.000.000			-Council Budget
Culture																			
Construction of a Community Hall in Baligham	A Community Hall is constructed in Baligham	Contract award process	Call to tender file	Publication of tender	CFC Tender Board	X												-Council budget	
		Award of contract for construction of a community hall	Contractor selected	Signed contract	CFC DD MINEPAT	X													-Council budget
		Execution of the Contract	Community Hall is constructed in Baligham	Rate of realisation	CFC Contractor		X	X	X							15.000.000			-PIB
		Reception of the community hall	Available new community hall	Keys of the toilets	MINCULT MINEPAT CFC				X										-Council budget
Employment and Vocational Training																			
Acquisition of 60 desks for SAR/SM Santa	60 desks are acquired for SAR/SM Santa		Tables and desks are acquired for GNS Santa		MINDUB MINEPAT SDO		X											2.000.000	-PIB
Grand Total																		71.680.000	2.185.159.000

6.3.2 Operational Plan for Vulnerable Population

The Santa council has the Mbororo community living in communities separate from mainsream communities and often lacking basic necessities. This plan considered some basic necessities for them in Njong, Mbei and Mesaw.

Table 58: Operational plan for the Vulnerable population in Santa Council

Project (or Micro Project)	Expected Results	Activities	Products and indicators		Actors Involved	Schedule in quarters of a year				Resources				Sources of Finance	
			Product	Indicator		1	2	3	4	Human	Material	Financial			
												PNDP	Beneficiary		

Basic Education															
Construction of 1 toilet in School	1 toilet is constructed in GS Mesaw Pinyin.	Construction of a toilet	Constructed toilet	Toilet completed	CFC			X					954.332	845.668	-PNDP -Council budget
Water															
		Contract award process	Water is flowing in stand taps	Water flowing from new and all stand taps	MINEE MINEPAT PNDP				X						-Council budget
6. Construction of Nyakah- Njong Water Catchment and Extension of water supply to Fulani Quarter.	Award of contract for construction of catchment and extension to Fulani Quarter.	Call to tender file		Publication of tender	CFC Tender Board			X							-Council budget
	Execution of the Contract	Contractor selected		Signed contract	CFC DD MINEE			X							-Council budget
	Reception of water Project	Catchment is constructed and Water is extended to at least 06 stand taps in Fulani Quarter.	Rate of realisation		CFC Contractor			X	X				10.000.000		-FEICOM -Community contribution
	7. Mbei Water scheme is rehabilitated	Contract award process	Call to tender file	Publication of tender	CFC Tender Board			X							-Council budget
	Award of contract for rehabilitation of catchment and extension of the Mbei water scheme to cover the mbororo quarter.	Contractor selected		Signed contract	CFC DD MINEE			X							-Council budget
	Execution of the Contract	Catchment is rehabilitated and Water is extended to at least 06 stand taps in Fulani quarter	Rate of realisation		CFC Contractor			X	X				10.000.000		-FEICOM -Community contribution
	Reception of water Project	Water is flowing in stand taps	Water flowing from new and all stand taps		MINEE MINEPAT PNDP				X						-Council budget
Grand Total												954.332	20.845.668		

6.4 Socio-environmental management framework of the triennial investment plan of the Santa council

Simplified environmental management framework of the Triennial investment Plan for Santa council consists of:

- The main potential impacts and Mitigation measures ;
- The Socio- environmental management plan.

6.4.1 Main Potential impacts and Mitigation measures

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

6.4.1.1 Potential Socio- environmental impacts and Mitigation Measures

Table 59: Socio-environmental impact and mitigation measures in Santa Council

Micro project types contained in the Triennial Plan including site (localization) of the project	Potentiel socio-environmental impacts	Social-environmental mitigation measures
<p><u>Micro projects dealing with the construction or rehabilitation of basic community infrastructure</u></p> <ul style="list-style-type: none"> - Construction of 30 Classrooms within the Santa Council area: - Construction of 2 classrooms and administrative block at G.S Ntoh Mbei. - Construction of 3 classrooms and administrative block at G.S Mawenjang. - Construction of 4 classrooms at G.S Alatening. - Construction of 2 classrooms at G.S Soshi, santa. - Construction of 2 classrooms at G.S Mificat. - Construction of 4 classrooms and administrative block at GT.C Awing 	- Risks related to the acquisition of lands for the localization of the micro project	- Sensitize and inform the affected persons on the necessity of the site and the choice criteria. - Obtain Land donation attestation signed by the village chief and the proprietor of the site
	- Conflicts related to the choice of site/ involuntary displacement of persons for site use	- Inform the affected persons ; - Census (Count the persons) / affected homes and evaluate their property. - Compensate affected persons in conformity with the Resettlement Action Plan (RAP) terms or clauses.
	- Conflicts related to the use, and non durability or fragility of the work.	- Putting in place a Micro Project (MP) management committee including women and establish use rules as well as a functioning and maintenance mechanisms
	- Diverse impacts related to the choice of site.	- Systematically avoid setting up works in sensitive zones such as ; swampy areas, sacred zones, rivers, parks and protected areas, used zones, mountain sides etc ;
	- Erosion due to the use of borrowed pit or zones/ gravel quarry or sand and /or the excavation of the Project site.	- Restore the borrowed zones while respecting the natural sloping nature of the land. - Re-afforestation in the affected zones ; - Planting of grass (vegetative cover) in the affected zones ;
	- Impacts related to pollution due to waste oil from vehicles	- Use adapted engines and change filters regularly ; - Put in place engine oil reception tanks and get them returned to specialized enterprises.
	- Air pollution by dust due to the transportation of materials and circulation of machines	- Respect the project site security rules and regulations (wearing of masks, boots,) - Watering the works with water from a permanent water source.
	- The loss of woody species	- Re-afforestation around the works.

- Construction of 2 classrooms at G.S Atualah	related to the clearing of the site.	
- Construction of 3 classrooms and administrative block at G.S Kwindegli	- The increase in the prevalence rate of STD/HIV/AIDS, and eventually on poaching	- Sensitize the direct beneficiary population and personnel on STDs and HIV/AIDS, and on poaching through bill boards and meetings
- Construction of 2 classrooms at G.S Muwah	- Accident risks related to diverse movements and works	- Respect the distance between the road and the site. - Put project site sign boards; - Observe basic security rules (putting on the appropriate uniforms, speed limitation, etc.) - Ensure site security
- Construction of 2 classrooms at G.S Atuanjong.	- The increase of revenue within the micro project zone.	- The recruitment of personnel on the basis of competition and transparency; - Favour the recruitment of the local population for mobilized labour as well as the use of labour intensive techniques (HIMO).
- Construction of 2 classrooms at G.S Azaneh.	- Pollutions related to waste generated during the works.	- Avoid depositing waste matter within the river channel (at least keep 100m distance from the river)
- Construction of 2 classrooms at G.S New Town	- Impacts related to solid waste generated as a result of work.	- Deposit within the old borrowed zones
- Construction GS Santa	- Impacts related to domestic wastes. (Used water, excreta, etc.)	- Preview garbage cans for the evacuation of solid wastes which will be taken to be emptied
- Construction of GBS Santa		- Preview a good drainage system especially for used water
- Construction GS Banjong	- Improvement in the access to basic services.	- Train the management committee on key issues including, maintenance and the management of works
- Construction GS Menka		- Preview a water point to improve on the utilization of the work.
- Construction GS Buchi		
- Construction of a toilet in GS Muwah	- Floods and water stagnation risks around the work.	- Preview a simplified network for the purification of rain water, including its evacuation.
- Construction of a toilet in GS Ndapang		
- Construction of a toilet in GS Menka		
-Construction of a toilet in GS Mesaw		
-Construction of a latrine in GS Kwendeghli		
Construction of 2 cattle crushes at grazing zones in Ntara and Bangfon:		
- Construction of the Foundation for 40 sheds at Ndapang Market		
Construction of toilets at the council premises		
Construction of a fence around the municipal stadium		
Installation of a high tension transformer at		

<p>Njong square and extension of line to Ntoh, Mankag, Mawenjang, Nifumbong, Fulani quarter, Alahntah, Ntahtitong and Ntahmafe zoo technical and veterinary control centers at Awing and Pinyin.</p>		
<p><u>Hydraulic projects/ Water Supply Projects</u></p>	<p>Potential Socio-environmental impacts</p>	<p>Socio-environmental mitigation measures</p>
<p>Construction of Water Catchment and Extension of water supply of Alamiti water scheme Construction of Nyakah-Njong Water Catchment and Extension of water supply to Fulani Quarter and Nifumbong Construction of Water Catchment and Extension of water supply to Nilap Rehabilitation of the Mbu water scheme. Extension of Ngoh (alatening) water project to Messing and Ntah farm Extension of water supply to Doua, Tango, Bosa, Ngwamifi, and parts of Munongneba (baligham) Rehabilitation of the Mbu water scheme. Extension of the Buchi Community Water Scheme from ASU to stand Taps in Kongsa, Matazem and Malapah. Maintenance of water catchment and storage tank in Baba II. Construction of catchment at Kgong to serve from new town through Kwindegli to Ndapang, through Bafren to Kongfunne and from Ndapang to ntaane (ndasa). Rehabilitation of Mbei water scheme.</p>	<p>- Risks related to land acquisition for micro project localization. - Conflicts related to choice of site/ involuntary displacement of persons for the use of site. - Conflicts related to the use, and the non durability or fragility of the work - Diverse impacts related to the choice of site. - Pollution of water points either by phytosanitary products or latrines - Impacts related to the pollution due to waste oil from vehicles or machines - Air pollution by dust due to the transportation of materials and the circulation of machines - The loss of woody species related to the clearing of the site. - The increase in the prevalence rate of STDs/HIV/AIDS and eventually on poaching. - Accident risk emanating from the works. - The increase of revenue within</p>	<p>- Sensitize and inform affected persons on the necessity of a site and choice criteria. - Obtain a land donation attestation, signed by the village chief and proprietor of the site. - Inform affected persons; - Count the persons / homes affected and evaluate their property. - Compensate those affected in conformity with the Resettlement Action Plan (RAP) terms - Putting in place a Micro Project (MP) management committee including women and establish use rules as well as a functioning and maintenance mechanisms. - Systematically avoid to localize or set up works within sensitive zones such as marshy zones, sacred zones, River channels, protected parks, used zones, mountain sides, flanks of mountains - Forbid farming with phytosanitary products around the immediate borders of the site (maintain a distance of at least 300 metres) - Maintain latrines at least 50 m from the water point - Use adapted machines/ change filters - Put in place recuperation tanks of machine oils and get them returned to specialized enterprises. - Respect of security rules and regulations at the site (the wearing of masks, boots) - Watering the works with water from permanent water courses. - Re-forestation beyond the works or come to a consensus as to a site to carry out the re-forestation exercise. - Sensitize the direct beneficiary population and personnel on STDs, HIV, poaching through billboards and meetings. - Put sign boards at the site; - Observe basic security rules (wearing the appropriate uniforms, speed limitation, etc.) - Ensure security at the site - Favour the recruitment of local labour as</p>

	the micro-project zone.	well as the use of labour intensive techniques(HIMO) - Recruitment to be done on the basis of competency and transparency
	- Impacts related to waste matter generated during the works	- Avoid the deposit of waste matter in river channels (at least 100m distance from the river) - Deposit in old borrowed zones.
	- Floods and standing water risks around the works.	- Preview a simplified rain water purification network including a means of an eventual evacuation into lost and well secured wells
	- Risks of contamination and the infiltration of dirty and muddy water.	- Render secure water points by building a fence around; Render impermeable the sides with tiles or marble stones
	- Perturbation of water quality.	- Regular physico-chemical water treatment.
Interconnecting projects	Potential socio-environmental impacts	Socio-environmental Mitigation Measures
Rehabilitation of 33km of council roads: -Atualah-Lup-Mesaw (5km)	- Risks related to land acquisition for micro project localization	- Sensitize and inform affected persons on the necessity of a site and choice criteria. - Obtain a land donation attestation, signed by the village chief and proprietor of the site.
-Ndapang-Ntaane-Kwada (4km)	- Conflicts related to choice of site/ involuntary displacement of persons for the use of the site.	- Count the persons / homes affected and evaluate their property. - Compensate those affected in conformity with the involuntary displaced and Resettlement Action Plan (RAP) terms
-Nipwalla-Kongibat (5km)	- Conflicts related to the use, and non durability or fragility of the work	- Putting in place a Micro Project (MP) management committee including women and establish usage rules as well as a functioning and maintenance mechanisms
-Balek-Muchou-Bafon- Nilap(2km)	- Diverse impacts related to the choice of site.	- Systematically avoid to localize works within sensitive zones such as marshy zones, sacred zones, water courses, protected parks, used zones, & mountains sides
-Ngoh-Ntarreh-Mbei (6km)	- Impacts related to the pollution due to waste oil from vehicles or machine	- Use adapted machines - Put in place recuperation tanks of machine oils and get them returned to specialized enterprises
-Meforbe-D.O's office (4km)	- Air pollution by dust due to the transportation of materials and the circulation of machines	- Respect of security rules and regulations at the site (the wearing of masks, boots) - Watering the works with water from permanent water courses.
-Aziendzere-Tanjang-Awing mkt (7km)	- The loss of woody species related to the clearing of the site.	- Re-afforestation around the works
Placement of culverts for drainage of water runoffs.	- The increase in the prevalence rate of STDs/HIV/AIDS	- Sensitize the direct beneficiary population and personnel on STDs, HIV, poaching through billboards and meetings. - Put bill boards for prevention.
	- Accident risks related to works.	- Put site sign boards; - Observe basic security rules (the wearing of the appropriate uniforms, speed limits, etc.)

	- The increase of revenues within the micro-project zone.	- The recruitment of personnel on the basis of competence and transparency ; - Favour the recruitment of local labour as well as the use of labour intensive techniques (HIMO);
	- Impacts related to waste matter generated during the works	- Avoid the deposit of waste matter in river channel (at least 100m distance from the river) - Deposit the biodegradable part within old borrowed zones.
	- Floods and standing water risks around the works.	- Preview a simplified rain water purification network including a means of an eventual evacuation into lost and well secured wells
	- Risks of contamination and the infiltration of dirty and muddy water around the work.	- Render secure water points by building a fence around; Render impermeable the sides with tiles or marble stones
	- Risks of persons, and birds being electrocuted or fire hazards.	- Organize sensitization sessions for the direct beneficiary population. - Put in place protection boards right through the site line. - Install fire proofs around the works;
	- Noise or sound pollution by the noise generated by a functioning generator.	- Buying of generators endowed with anti-noise mechanisms ; - Secure the generator within a site equipped to that effect; - Avoid installing a generator in the midst of or near habitation or public services
<p><u>Natural Resource Management Projects</u> Planting of 18,000 environmental trees in 10 villages within the Council area Afforestation of the Council area Protection of water catchment areas</p>	- Potential socio-environmental impacts	- Socio-environmental Mitigation measures
	- Risks related to land acquisition for micro project localization	- Sensitize and inform affected persons on the necessity of a site and choice criteria. - Obtain a land donation attestation, signed by the village chief and proprietor of the site.
	- Conflicts related to choice of site/ involuntary displacement of persons for the use of the site.	- Count the persons / homes affected and evaluate their property. - Compensate those affected in conformity with the involuntary displaced and Resettlement Action Plan (RAP) terms
	- Conflicts related to the use, and non durability or fragility of the work	- Putting in place a Micro Project (MP) management committee including women and establish usage rules as well as a functioning and maintenance mechanisms
	- Diverse impacts related to the choice of site.	- Systematically avoid to localize works within sensitive zones such as marshy zones, sacred zones, water courses, protected parks, used zones, & mountains sides, etc.
	- Impacts related to the pollution due to waste oil from vehicles or machine	- Use adapted machines - Put in place recuperation tanks of machine oils and get them returned to specialized enterprises
	- Air pollution by dust due to the transportation of materials and the circulation of machines	- Respect of security rules and regulations at the site (the wearing of masks, boots) - Watering the works with water from

	permanent water courses.
- The loss of woody species related to the clearing of the site.	- Re-afforestation around the works
- The increase in the prevalence rate of STDs/HIV/AIDS.	- Sensitize the direct beneficiary population and personnel on STDs, HIV, poaching through billboards and meetings. - Put bill boards for prevention.
- Accident risks related to works.	- Put site sign boards; - Observe basic security rules (the wearing of the appropriate uniforms, speed limits, etc.)
- The increase of revenues within the micro-project zone.	- The recruitment of personnel on the basis of competence and transparency ; - Favour the recruitment of local labour to be mobilized as well as labour intensive techniques (HIMO);
- Impacts related to waste matter generated during the works	- Avoid the deposit of waste matter in river channel (at least 100m distance from the river) - Deposit the biodegradable part within old borrowed zones.
- Floods and standing water risks around the works.	- Preview a simplified rain water purification network including a means of an eventual evacuation into lost and well secured wells
- Risks of contamination and the infiltration of dirty and muddy water around the work.	- Render secure water points by building a fence around; Render impermeable the sides with tiles or marble stones
- Noise or sound pollution by the noise generated by a functioning generator.	- Buying of generators endowed with anti-noise mechanisms ; - Secure the generator within a site equipped to that effect; - Avoid installing a generator in the midst of or near habitation or public services

6.4.1.2 Simplified Socio- environmental management plan:

The plan consists of precisising for each environmental measure envisaged in the triennial plan, actors (institutional arrangements), costs, periods and follow up actors.

Table 60: Socio-environmental Plan envisaged in the Triennial Plan

Environmental measures	Tasks	Actors to be put in place	Period	Follow up Actors	Cost	Observations
Recruitment of a Council Development officer/ Task or duty as a member of the steering Committee of the CDP		Council (Council Tender board)	2011 (March-May)	Municipal councilors ; PNDP	PM (Contract Award, Tender)	
Training of Council Development officer on environment issues and on the social and environmental management framework of the PNDP	Prepare (ToR)	PNDP	2011-2012	Delegation MINEP ; Delegation MINAS ; PNDP ; Council	Incorporated into PNDP budget	
Use of socio –environmental Screening form for micro projects (during feasibility studies)		Consultant in-charge of feasibility studies for micro-projects	2011-2014	Delegation MINEP ; Delegation MINAS ; PNDP ; councilors; CDO	PM (Contract Award, Tender)	Related cost should be included in the micro project conception cost.
Training of COMES (Council sessions extended to sector ministries) on safeguards policies and on social and environmental aspects to be taken into consideration		PNDP, Council	2011-2012	Delegation MINEP ; Delegation MINAS ;	Incorporated into the PNDP budget	
Provision to carry out simplified environmental impact studies	-Prepare ToR ; - Make sure ToR is approved; - Recruit a consultant ; - Carry out the studies	PNDP, Council (municipal councilors)	2011-2014	Delegation MINEP ; Delegation MINAS ; PNDP ; Council Development officer ; Municipal councilors	It cost at least 7millionsFCFA for a simplified study, and around 8 to 10 million FCFA for detailed study	In case of resettlement, the cost is to be borne by the Mayor.
Provision to compensate displaced persons		Council/ municipal councilors		-Council -MINDAF -MINAS	To be evaluated	The cost is to be borne by the Mayor
Follow up on the social and	- Extraction of	Council Development		Delegation	Integrated within	

environmental management plan, the contractors (entrepreneur) and also the environmental measures of projects retained	environmental measures of the MPs - Elaborate a follow up plan of the measures	officer/ Steering committee of the CDP	During Work execution 2011-2014	MINEP ;MINAS ; PNDP ; Municipal Councilors	the council budget	
Respect of environmental clauses contained in the tender document and the micro project environmental measures.	-Include the clauses in the Tender document ; - Put operational the clause	-Council, PNDP -Entrepreneurs or contractors		Delegation MINEP ; Council development officer ; Municipal Councilors	PM,(contract award - Integrated in the Micro-project cost)	

6.5 Contract Award

The contract award plan of projects in the annual investment plan is as follows

Table 61: Contract Award for Santa

COUNTRY: Republic of Cameroon				-	-	-	CONTRACT AWARD SCHEDULE					
PROJECT: National Community Driven Development Program												
Project	Elaboration of Request for Financing		Elaboration of the Project Convention		Actors Involved	Partners	Selection Method	Amount	Preparation of Tender Documents		Call for Proposals	
	Start	End	Start	End					Start	End	Start	End
Construction of 6 Classrooms within the Santa Council area (2 classrooms each in the following schools : GS Mificat Baligham , GS Atualah Pinyin and in GS Azaneh Awing)	16-1-12	17-3-12	1-3-12	35-3-12	CFC MINEDUB MINEPAT	LSO, Consultant, Mayor, PNDP	Call for Tender	48,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Construction of 5 Schools (GS Santa, GBS Santa, GS Banjong, GS Menka, GS Buchi)	16-1-12	17-3-12	1-3-12	35-3-12	CFC MINEDUB MINEPAT	LSO, Consultant, Mayor, PNDP	Call for Tender	1,700,000,000	18-3-12	20-3-12	22-3-12	31-3-12

Construction of a Nursery block in GNS Santa	16-1-12	17-3-12	1-3-12	35-3-12	CFC MINEDUB MINEPAT	LSO, Consultant, Mayor, PNDP	Call for Tender	25,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Construction of 4 toilets in IHC Awing, IHC Ndapang GS Muwah & GS Ndapang	16-1-12	17-3-12	1-3-12	35-3-12	CFC MINDUB MINSANTE MINEPAT	LSO, Consultant, ADB	Call for Tender	20,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Construction of a toilet in GS Mesaw	16-1-12	17-3-12	1-3-12	35-3-12	CFC MINEE MINEPAT	LSO, Consultant, PNDP	Call for Tender	1,800,000	18-3-12	20-3-12	22-3-12	31-3-12
Construction of 2 catchments to reinforce Santa Water	16-1-12	17-3-12	1-3-12	35-3-12	CFC MINEE MINEPAT	LSO, Consultant, PNDP	Call for Tender	16,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Extension of the Santa Intervillage Water to the Urban space	16-1-12	17-3-12	1-3-12	35-3-12	CFC MINEE MINEPAT	LSO, Consultant, PNDP	Call for Tender	40,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Extension of the Ngoh Water Scheme to stand Taps in Messing and Ntahfarm	16-1-12	17-3-12	1-3-12	35-3-12	CFC MINEE MINEPAT	LSO, PNDP	Call for Tender	10,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Construction of Water Catchment and Extension of water supply to Nilap	16-1-12	17-3-12	1-3-12	35-3-12	CFC MINEE MINEPAT	LSO, Consultant, PNDP	Call for Tender	10,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Maintenance of water catchment and storage tank in Baba II	16-1-12	17-3-12	1-3-12	35-3-12	CFC MINEE MINEPAT	LSO, Contractor, PNDP	Call for Tender	10,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Extension of the Buchi Community Water Scheme from ASU to stand Taps in Kongsu, Matazem and Malapah	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINEE MINEPAT	LSO, PNDP Contractor VDA	Call for Tender	10,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Construction of Water Catchment and Extension of water supply of Alamiti water scheme	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINEE MINEPAT	LSO PNDP VDA President contractor	Call for Tender	10,000,000	18-3-12	20-3-12	22-3-12	31-3-12

3 Construction of Nyakah-Njong Water Catchment and Extension of water supply to Fulani Quarter and Nifumbong	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINEE MINEPAT	LSO PNDP VDA President contractor	Call for Tender	10,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Rehabilitation of the Mbei Water scheme	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINEE MINEPAT	LSO, Contractor PNDP VDA	Call for Tender	10,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Rehabilitation of the Mbu Water scheme	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINEE MINEPAT	LSO, Contractor PNDP VDA	Call for Tender	10,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Construction of a borehole in Akum	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINEE MINEPAT	LSO, Contractor PNDP VDA	Call for Tender	10,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Construction of the Foundation for 40 sheds at Ndapang Market	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINCOM MERCE MINEPAT	LSO, Consultant, PNDP	Call for Tender	9,954,000	18-3-12	20-3-12	22-3-12	31-3-12
Construction of an agricultural produce warehouse in Santa	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINCOM MERCE MINEPAT	LSO, Consultant, PNDP	Call for Tender	40,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Construction of the Santa Town Hall	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINADT MINEPAT	LSO, Consultant, PNDP	Call for Tender	135,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Construction a toilet at the council premises	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINADT MINEPAT	LSO, Mayor, PNDP	Call for Tender	4,900,000	18-3-12	20-3-12	22-3-12	31-3-12
Acquisition of furniture and office accessories	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINADT MINEPAT	LSO, Contractor PNDP	Request of proforma invoice	7.045,000	18-3-12	20-3-12	22-3-12	31-3-12
Acquisition of cleaning machines	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINADT MINEPAT	LSO, Contractor PNDP	Request of proforma invoice	1.800,000	18-3-12	20-3-12	22-3-12	31-3-12

Purchase and maintenance of computers, printers and accessories	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINADT MINEPAT	LSO, Contractor PNDP	Request of proforma invoice	6.759,000	18-3-12	20-3-12	22-3-12	31-3-12
Purchase of executive and Secretary chairs	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINADT MINEPAT	LSO, Contractor PNDP	Request of proforma invoice	2.622,000	18-3-12	20-3-12	22-3-12	31-3-12
Repairs and servicing of council vehicles	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINADT MINEPAT	LSO, Contractor PNDP	Request of proforma invoice	3.947,000	18-3-12	20-3-12	22-3-12	31-3-12
Purchase of super tractor tyres	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINADT MINEPAT	LSO, Contractor PNDP	Request of proforma invoice	1.092,000	18-3-12	20-3-12	22-3-12	31-3-12
Acquisition of an iron gate for the council premises	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINADT MINEPAT	LSO, Contractor PNDP	Request of proforma invoice	4.000,000	18-3-12	20-3-12	22-3-12	31-3-12
Construction of a fence around the municipal stadium	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINSEP MINEPAT	LSO, Contractor PNDP	Call for Tender	4.948,000	18-3-12	20-3-12	22-3-12	31-3-12
Afforestation of the Council area	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINFOF MINEPAT	LSO, Contractor PNDP	Call for Tender	75,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Protection of water catchment areas	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINFOF	LSO, Contractor PNDP	Call for Tender	1,000,000	18-3-12	20-3-12	22-3-12	31-3-12
Placement of culverts for drainage of water runoffs	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINTP MINEPAT	LSO, Contractor PNDP	Call for Tender	11.352,000	18-3-12	20-3-12	22-3-12	31-3-12
Construction of a Community Hall in Baligham	15-1-12	15-3-12	1-3-12	15-3-12	CFC MINCULT MINEPAT	LSO, Contractor PNDP	Call for Tender	15,000,000	18-3-12	20-3-12	22-3-12	31-3-12

Project	Technical and Financial Evaluation		Non objection of the CNC		Negotiation of the Contract		Award of the Contract		Period of Execution		Technical Reception	Simplified Provisional Reception	Final Reception
	Start	End	Start	End	Start	End	Start	End	Start	End	Date	Date	
	Construction of 6 Classrooms within the Santa Council area (2 classrooms in the following schools : GS Mificat Baligham , GS Atualah Pinyin and in GS Azaneh Awing)	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12
Construction of 5 Schools (GS Santa, GBS Santa, GS Banjong, GS Menka, GS Buchi)	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Construction of a Nursery block in GNS Santa	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Construction of toilets inGS Muwah & GS Ndapang	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Construction of a tiolet in GS Mesaw	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Construction of 2 catchments to reinforce Santa Water	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Extension of the Santa Intervillage Water to the Urban space	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Extension of the Ngoh Water Scheme to stand Taps in Messing and Ntahfarm	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
2.Construction of Water Catchment and Extension of water supply to Nilap	20-6-12	22-6-12	22-6-12	23-6-12	24-6-12	26-6-12	27-6-12	30-6-12	1-7-12	19-12-12	22-10-12	3-12-12	20-12-12

Maintenance of water catchment and storage tank in Baba II	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Extension of the Buchi Community Water Scheme from ASU to stand Taps in Kongsa, Matazem and Malapah	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Construction of Water Catchment and Extension of water supply of Alamiti water scheme	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
3 Construction of Nyakah- Njong Water Catchment and Extension of water supply to Fulani Quarter and Nifumbong	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Rehabilitation of the Mbei Water scheme	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Rehabilitation of the Mbu Water scheme	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Construction of a borehole in Akum	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Construction of the Foundation for 40 sheds at Ndapang Market	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Construction of an agricultural produce warehouse in Santa	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Construction of the Santa Town Hall	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Construction a toilet at the council premises	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Acquisition of furniture and office accessories	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Acquisition of cleaning machines	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12

Purchase and maintenance of computers, printers and accessories	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Purchase of executive and Secretary chairs	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Repairs and servicing of council vehicles	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Purchase of super tractor tyres	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Acquisition of an iron gate for the council premises	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Construction of a fence around the municipal stadium	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Afforestation of the Council area	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Construction of a Community Hall in Baligham	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12

CHAPTER 7. MONITORING AND EVALUATION

7.1 Composition, allocation of Steering Committee of the CDP

The steering committee for the Santa Council CDP was appointed by a municipal order on the May 2011. This committee is made up of councilors. The committee is the watchdog of the CDP from its elaboration to the execution phase. It is therefore an organ that will ensure this CDP is implemented fully.

7.2 Indicators for monitoring and evaluation (compared to AIP and sectorial policies)

Indicator for monitoring and evaluating the annual investment plan are clearly stated in the logical framework of this CDP. The indicators are set to measure up with the sectorial policy of the various sectors. These are the indicators that will be used to assess the evolution of various projects and activities executed. At the end they will be able to calculate the level or rate of realisation of various activities by comparing what is done as to what was expected to be realised.

7.3 Follow up plan, tools and monitoring frequency

The follow up plan shall consist of field visits to appraise on-going activities. During these visits, various reports and minutes of the village follow-up committees and the steering committee will be taken. The village follow-up committees will be doing the follow up at the level of villages where projects are executed, whereas the steering committee is doing the general follow up at municipal level. The LSO will supervise their work on a monthly basis, to ensure the plan is properly implemented. The essence of the follow-up put in place is to;

- Ensure that activities were realised according to schedule ;
- Detect dysfunctions and correct them;
- Permit a better appropriation of beneficiaries;
- Regularly collect data.

7.4 Review mechanism of the CDP and preparation of the AIP

The steering committee meets every month to assess execution of the previous month and plan for the coming month. This process will go on for the entire year and at the end of the year, the steering Committee, the Council executive, Sectorial Heads and other identified stakeholders will meet to assess the last AIP and validate a new one for the coming year.

7.5 Information plan and communication on the implementation of the CDP

Upon completion and approval of the CDP, a date to communicate the CDP plan will be agreed between the LSO, the Mayor, PNDP and the DO. The Secretary of the steering committee convenes meetings every month for the assessment and adoption of a new plan for the month. The convening note is sent to each and every member of the commission and pasted on the notice board of the council, at least one week before the date of the said meeting. The implementation of the CDP will be assessed through regular monthly and quarterly meetings.

During the participatory monitoring, information relating to the execution of the elaborated plan will be collected. Such activities are divided as follows:

- The putting in place of a monitoring document conceived by local stakeholders in collaboration with the LSO team. The said document will be appended to the agreements and contracts signed within the framework of the execution of various projects. It will include among others indicators accepted by all the parties involved, the schedule and monitoring stakeholders;
- Adoption and dissemination of the monitoring document;
- Collection and analysis of data collected in the field.

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

CONCLUSION AND RECOMMENDATIONS

The CDP process for the Santa Council area has been a success thanks to the collaboration of various stakeholders involved in the process right from the day of its launching. The elaboration of this document took into account the socioeconomic situation and other development aspects of the Council area hence finding means and ways to improve them for the wellbeing of the population. It is in this connection that various diagnoses were conducted at different levels (CID, urban space and Village) in a participatory manner and through a SWOT analysis with the target population and communities whose outcome revealed a number of setbacks to the development of the Council area. After a pair wise ranking of all the micro projects identified it was revealed that sectors such as water, roads, education and health were the top-most priorities of the population in the entire council area. Considering the realistic nature of the problems identified and the position and responsibility to be shouldered by the Council within the framework of the current decentralisation process in Cameroon, it would be necessary for this council to mobilise substantial resources to provide and/or satisfy these basic needs of the population. This CDP is a property of the council and needs to be implemented with stringent measures and the hope is that all living forces in the Council area would contribute (financially, materially...) for its achievement.

However, in order to overcome these setbacks it is therefore recommended to undertake the following actions:

- Strengthen the mobilisation and fund raising strategy of the council
- Build the capacity of personnel in various components and departments of the council and increase the staff strength with more qualified staff.
- Build the capacity of committee members or councillors in charge of the implementation and management of those committees: example: road management committees, water management committees, hygiene and sanitation...
- Build the capacity of council executive in the proper management of the affairs of the council; Flexibility, Transparency and accountability should be ensured.
- Build the capacity of various follow up committees charged with the implementation of this CDP at all levels (council and villages/communities).