

REPUBLIQUE DU CAMEROUN

REPUBLIC OF CAMEROON

*Paix – Travail – Patrie*

*Peace – Work – Fatherland*

MINISTRE DE L'ECONOMIE, DE LA  
PLANIFICATION ET DE L'AMENAGEMENT DU  
TERRITOIRE

MINISTRY OF ECONOMY, PLANNING AND REGIONAL  
DEVELOPMENT

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PROGRAMME NATIONAL DE DEVELOPPEMENT  
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NATIONAL COMMUNITY DRIVEN  
DEVELOPMENT PROGRAM

CELLULE REGIONALE DE COORDINATION DU  
SUD OUEST

SOUTH WEST REGIONAL COORDINATION UNIT



## Communal Development Plan of Menji Council



**Menji Council**

**June 2011**

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## LIST OF ABBREVIATIONS

CAMPOST	Cameroon Postal Services
CEDAW	The Convention on the Elimination of All Forms of Discrimination against Women
CIGs	Common Initiative Groups
DDARD	Divisional Delegation of Agriculture and Rural Development
EE	Environmental Education
FEICOM	Special Council Support Fund for Local Authorities
FSLC	First School Leaving Certificate
ICT	Information & Communication Technology
MINADER	Ministry of Agriculture and Rural Development
MINAS	Ministry of Social Affairs
MINCOMMERCE	Ministry of Commerce
MINDAF	Ministry of State Property and Land Affairs
MINDUH	Ministry of Urban Development and Housing
MINEDUB	Ministry of Basic Education
MINEE	Ministry of Energy and Water
MINEP	Ministry of Environment and Nature Protection
MINEPIA	Ministry of Livestock, Fisheries and Animal Industries
MINFOF	Ministry of Forestry and Wildlife
MINJEUN	Ministry of Youth Affairs
MINPMESSA	Ministry of Small & Medium Size Enterprises, Social Economy & Handicraft
MINPOSTEL	Ministry of Post and Telecommunications
MINSANTE	Ministry of Public Health
MINTOUR	Ministry of Tourism
MIS	Market Information System
NR	Natural Resource
NRM	Natural Resource Management
NTFP	Non Timber Forest Products
NTFP	Non Timber Forest Products
PAJEU	Youth Support Project
PIASSI	Integrated Support Programmed for Informal Sector Actors
PIB	Public Investment Budget
PLHIVs	People Living With HIV/AIDS
PRA	Participatory Rural Appraisal
PTA	Parent Teacher Association
SDO	Senior Divisional Officer
SMB	School Management Board
SWRSF	South West Region Special Fund for Health

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## EXECUTIVE SUMMARY

In November 2010 the Menji Council, supported by the National Community-driven Project ( PNDP) contracted Nkong Hill Top (NCIG) to assist the council in elaborating a communal development plan for the Menji municipality.

Designed as a participatory process, the communal development plan was developed through the following steps:

- Launching of the planning process (to sensitise the population and stakeholders on the planning process and obtain their active participation, alongside defining the roles of the various project partners) ;
- Collection of secondary data on the municipality from council reports and external government services ;
- Institutional Diagnosis of Menji Council ;
- Participatory village diagnosis of 60 planning units (from over 300 quarters) identified with the council ;
- Urban diagnosis of Menji Town ;
- Consolidation of data from the various diagnoses.

The methodology consisted in doing baseline socio-economic and institutional diagnosis using participatory rural appraisal tools and the logical framework analysis framework for medium term ( 2011 – 2020) planning.

Participation by the community and the stakeholders in the process was enthusiastic and resulted in the adoption of the following development **vision**:

*By 2020, Menji Municipality should have a sound environment, equitable and sustainable growth, increased and secure job opportunities, with good farm-to-market roads, basic and accessible social services through the combined and active participation of its sons, daughters and partners*

**Overall Objective of the Plan:** *The population of Menji should enjoy an improved standard of living, with more than 75% of them living above the poverty line and having access to basic social services by the end of 2020.*

Specific objectives were developed for the 28 sectors covered by the Growth and Employment Strategy Paper (GESP Vision 2035) of the Cameroon Government. The GESP provides the overall framework within which local development planning is being done in Cameroon. The planning was also guided by the legislation and regulatory instruments devolving powers and transferring resources to councils, a process deriving from the decentralisation laws of 2004 but which began in earnest with the first transfers in 2010.

The implementation of the plan rests with the Menji Council but it requires the collaboration of all the stakeholders active in the municipality to mobilise the resources and monitor the implementation to ensure the attainment of the development goals. For this purpose a monitoring and evaluation committee was set up to follow up the implementation of the plan and, at the end of the first year (2011), to lead the process of reviewing and updating the plan.

NCIG remains grateful to the PNDP, the Menji Council Mayor, councillors, steering committee, staff, the government technical services and the population of the municipality for their collaboration and invaluable assistance in the plan elaboration process.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Context and Justification**

Councils play a vital role in sustainable development in most countries in the world today. As the leading development agents at the local and grassroots level, councils in Cameroon are confronted by many challenges. Powers have been devolved upon them in the key areas of education, culture, sports, health, social and economic development by the decentralisation laws of 2004 and the subsequent legislation and regulations on the functioning of councils enacted notably between 2008 and 2011.

This period has also been marked by the adoption of Vision 2035 by the Cameroon Government as its strategic development tool, which emphasises on growth and employment as the key strategies to making Cameroon an emerging nation by 2035. This document which comprises a midterm plan, the Vision 2020 is the development framework guiding all development planning in the country.

In this light, the National Community-driven Development Programme (PNDP) has been charged with supporting councils to draw up strategic development plans and to build their institutional capacity. As part of this mission, the PNDP developed a planning guide which was the main tool guiding the Menji communal planning process. The guide consists of 7 stages: Preparing the Planning Process; Participatory Diagnosis; Planning; Resource Mobilisation; Programming; Implementation; Monitoring and Evaluation.

After the participatory diagnosis of villages, Menji urban space and the institutional diagnosis of Menji Council, the next major step in this process was the strategic planning. This consisted in developing a framework that took in consideration the key findings from the participatory diagnosis. A participatory planning workshop involving local heads of sector ministries, councillors and other stakeholders was organised to draw up a development vision for Menji municipality. Objectives, activities and resources were identified to achieve this vision.

This report presents the result of that planning process.

#### **1.2 Objectives of the Menji Communal Development Plan**

##### **Global objective**

To promote local development resulting in economic growth and employment generation in Menji municipality within the period 2011 -2020.

##### **Specific objectives**

- To provide an orientation for poverty reduction, growth and employment
- To encourage the participation of the population in local governance
- To strengthen the council as an institution
- To build and strengthen partnership between the council and stakeholders within and without the municipality
- To build the capacity of council officials, the population and local development actors in the mobilisation of resources (financial, material, human, information, etc.) for development

- To encourage communal development planning as a process in participatory development and sustainability

### **1.3 Structure of the Document**

The plan is divided into eight sections. Section one gives the context, justification and objectives of the Plan. Section two presents the methodology. Section three gives a summary presentation of Menji Council. Section four gives a summary of the participatory diagnosis. Section five covers the strategic planning while section six covers the programming and costing of the activities including the contract award plan. Section seven dwells on monitoring and evaluating the plan and section 8 presents the communication plan. The document ends with the bibliography and the annexes.

## **CHAPTER TWO**

### **METHODOLOGY**

The planning was done using conventional research methods and a set of Participatory Rural Appraisal (PRA) methods. This included: semi structured interviews; transect walks; seasonal calendars; historical profiles; venn diagrams; mapping; focus group discussions; community meetings; problem and objective tree analysis; pair wise ranking and geo – referencing of basic social infrastructure.

#### **2.1. Preparation of the entire process**

In order to ensure a smooth implementation of the process, NCIG held meetings with Menji Council to draw up an action plan which was presented to the PNDP. The action plan included the following major activities:

- Launching of the planning process (to sensitise the population and stakeholders on the planning process and obtain their active participation, alongside defining the roles of the various project partners) ;
- Collection of secondary data on the municipality from council reports and external government services ;
- Institutional Diagnosis of Menji Council ;
- Participatory village diagnosis of 60 planning units (over 300 quarters) identified with the council ;
- Urban diagnosis of Menji Town ;
- Consolidation of data from the various diagnoses.
- Strategic planning and programming

Alongside these steps, a project steering committee was set up by Menji Council to oversee the planning process. It held several meetings during the period. Following the strategic planning a committee was set up to follow up the implementation of the plan and propose adjustments where and when necessary.

#### **2.2. Data Collection**

The village diagnosis was done in 60 planning units using three multi disciplinary teams. Key basic infrastructure was geo referenced and village development committees set up or revamped.

Secondary data from the different government technical services and other sources were collected to triangulate information collected from the field. Separate meetings were held with the council staff, executive and councillors for the council institutional analysis. It should be recalled that after each data collection exercise, a restitution session was organised with the village work group and the council staff to validate its content.

#### **2.3 Data Consolidation and Mapping**

Data collected from the field were assembled, sorted and analysed in the presence of the process facilitators using the spreadsheet. The results were presented in the form of tables and charts in addition to some descriptive or qualitative analysis. Problem and objective analysis were carried out for each core problem identified and the results further translated into a log frame for each sector.

## **2.4 Strategic Planning Workshop**

The strategic planning workshop was held in Menji from the 11 to the 13 May 2011. Over 70 participants drawn from among local service heads, councillors, project steering committee, council staff, economic operators, traditional rulers, NGOs and community based organisations took part.

The workshop itself was opened and closed by the Divisional Officer for Fontem sub division who was representing the Senior Divisional Officer for Lebialem Division. The strategic planning methodology consisted in plenary presentation of key findings from the participatory diagnosis and group work by sectors to validate the log frame. On Day Two the Mayor of Menji Council presented the council's resource mobilisation plan. On Day Three councillors and key staff validated the log frame for the institutional development of the council. By the end of the day participants validated the priority projects for the first three years and a draft contract award plan.

## **2.5 Putting in place of a participatory monitoring and evaluation mechanism**

The resulting communal development plan was adopted in a council session on the 8 July 2011 and subsequently endorsed by the Senior Divisional Officer for Lebialem Division. This was followed by the creation of a monitoring and evaluation committee by the mayor of Menji Council. The committee will follow up the implementation of the communal development plan and participate in annual reviews and updating of the plan.

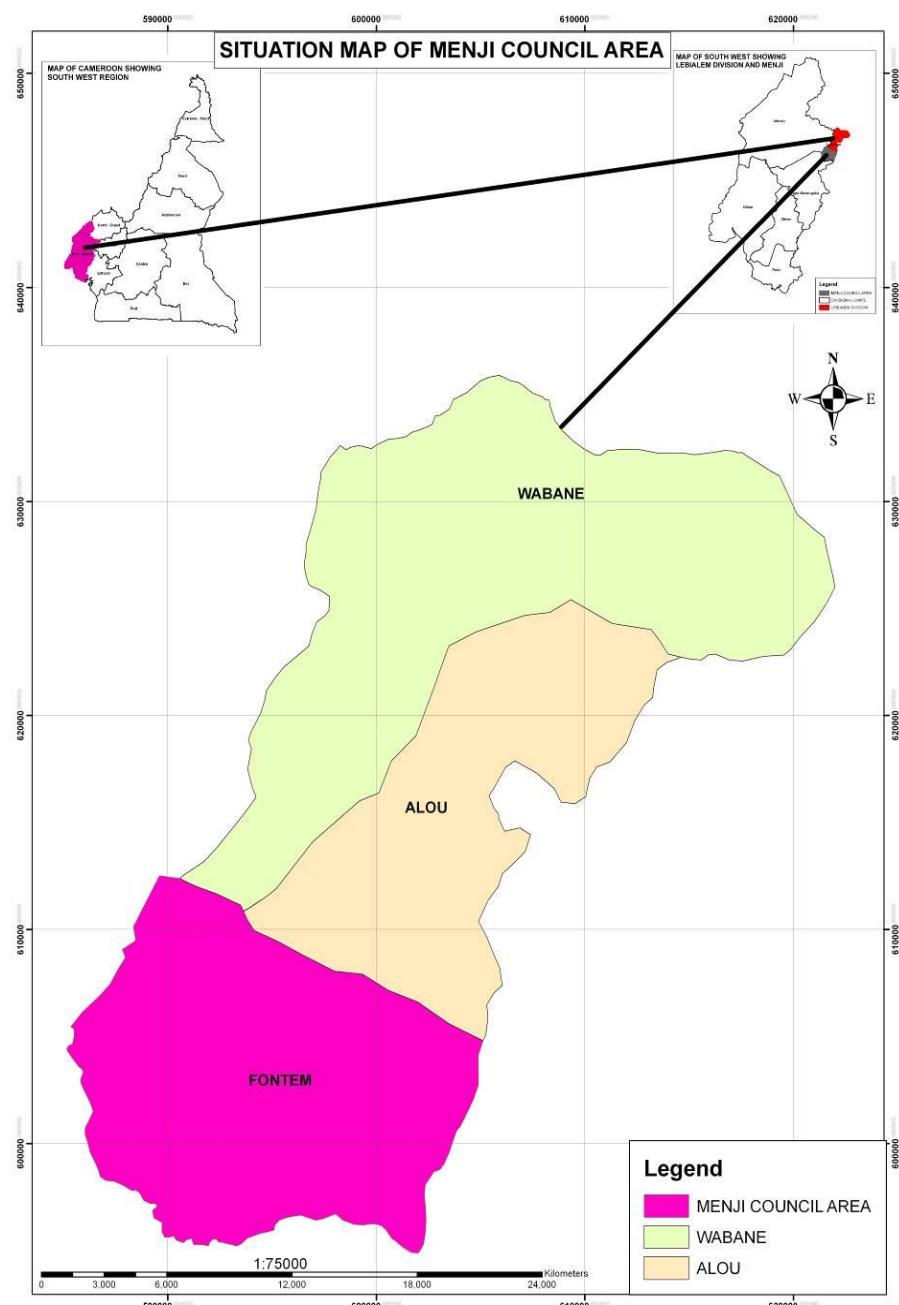
## CHAPTER THREE

### SUMMARY PRESENTATION ON THE COUNCIL

#### 3.1. Location of the Council

Menji Council was created out of the former Nweh Mundani Council by Decree No 95/082 of 24<sup>th</sup> April 1995. Menji is 42 km from Dschang, 45 km from Bakebe which is found along the Kumba-Mamfe road and 256 km from Buea (capital of the South West Region) through Kumba and Bakebe. From Yaounde to Menji through Dschang, is a distance of 420km.

Menji council area is bounded to the South West by Tinto municipality in Manyu Division, to the East by the Fongo-Tongo municipality in the West Region and to the South by Nguti municipality in Kupe Muanenguba Division. Wabane municipality bounds Menji to the North-West, Alou municipality, to the North. It has a total surface area of 106km<sup>2</sup>



### **3.2. Description of the biophysical environment**

The council area is found in the southern parts of the Division and has montane forest land. Menji, the capital is some 900m above sea level.

#### **3.2.1. Climate**

The climate in this area is of a typical Cameroonian-Montane type, made up of two seasons - the wet season lasting about seven (7) months and the dry season which is shorter. The wet season is from the month of April to November and sometimes to December with a lot of heavy rainfall in the months of September and October, while the dry season is from December to April; with occasional rainfall during this period. Maximum rainfall in the division has slightly been above 900mm. The Council Area has high temperatures than in any part of the division.

#### **3.2.2. Soils**

The soils are made up of shallow ferruginous materials derived from ancient basalt especially in the areas of Ndungweh and Quibekwu. There exist some patches of laterite in the down south of the council area. In the northern part of the council area is ferrallitic soil derived from granite. These soils are enriched by a high rate of humus formation following the high rate of leaf fall and decay. However, taken into consideration that the amount rainfall is high in the area, the soil is heavily leached and the rate of erosion is consequently high especially in the upper and middle Essoh-Attah and towards Njoagwi.

#### **3.2.3. Relief**

The landscape of the Council Area is that that looks as if it were hastily made, magnificent, uneven and difficult to inhabit. It has awe-inspiring mountainous scenery with its accompanying steep sometimes perilous roads and paths crossed by rushing streams. The main diction used in describing the area are hills and valleys.

#### **3.2.4. Hydrology**

There are many rivers and streams that run down the hilly topography of the Council Area. Even though some of these streams are drying off as a result of intensive anthropogenic activities on their catchments and watersheds, the rivers Bechou, Bejie, Efrue, Ntsembue, Betenten, Betsue, Mbi, Mbra, Mbelep Agonanyi, Geleh, Bejeuh and Ntse-chah (which the Germans mispronounced Cha-cha and where the name Foreke cha-cha is derived) along with other upland streams are found in this municipality. Most of them have lost their vitality and volumes. The characteristics of the streams in this area are:

- The stream regimes are both equatorial and tropical.
- Most streams fluctuate in volume, reduce in the dry season and full in the wet season.
- Apart from River Betenten that demarcates the boundary between Upper Bayang and Fontem Sub Division, streams are relatively small in volume to possess enormous resource potentials.
- All the streams have rugged beds and therefore flow is in series of rapids.
- All the streams are all in their youth ages.

### **3.2.5. Winds**

The area is swept by two types of winds: the northeast Hamattan wind from the east-west plateau brings along the dry season and the southeast monsoon from the west brings rain. The winds are strong and sometimes destroy houses, crops, farmlands and trees. This is sometimes in April.

### **3.2.6. Flora and Vegetation**

The council area has an abundant forest flora, ecosystem and biological interventions. The flora found in this council area is quite rare. Mbin-mak, Mbin-bellua, Mbin-andu and Mbin-essoh are the three forest blocks found in the Menji Council Area. Ethno-botanical data collected shows that many plant species are used for traditional medicines in the area. That may be the reason why there is a plethora of traditional doctors found in the municipality.

The Council Area is remarkable that natural ecological system of None Timber Forest Products (NTFP) is sustainably managed with agro-ecological system characterised with crops like cocoa, coffee, palm trees, kola nuts *njansang*, *eru*, cashew, *monkey kola*, *bitter kola*, etc.

Common species of trees in the area include: palm trees (*elaeis guineensis*), *iroko* (*chloroprolora excelsa*), silk cotton tree (*cerba pentandra*), ebony (*piptader dernistrum spp*), Indian bamboo (*bambusa multiplex var alphonse*) and a series of climbers among which are wild rubber.

Anthropogenic activities such as agriculture expansion, hunting, deforestation and degradation so as to meet up with their subsistence demands and profit maximisation are mounting pressure on these flora resources that has resulted in the degradation of the forest blocks which are rich in biodiversity and indispensable for carbon sequestration.

This therefore has in fact affected the community's management of the agriculture resources, water supply and disease control.

Fortunately the difficult terrain of the Council Area (montane forest area) has meant that the forest cannot be rapidly degraded due to the fact that some places remain inaccessible.

### **3.2.7. Fauna**

The Menji Council Area is also very rich in fauna biodiversity. From the research conducted by The Environment and rural Development Foundation (ERuDeF) a nongovernmental organisation based in the area documents that the council area is also very rich in the fauna wildlife. Some of the world's rarest species of primates are found in the Mbin-mak, Mbin-bellua, Mbin-andu and Mbin-essoh forests blocks such as gorillas, chimpanzees, baboons, monkeys, etc. Other fauna found in the area are elephants, deer, antelopes, birds, leopards, porcupines, grass-cutter, giant rats, etc. These rare wildlife species found in the council area are a treasure for tourist attraction if preserved. Due to pressure on the forest for economic activities and for subsistence through agriculture, hunting and trapping, these species are threatened.

### **3.2.8. Protected sites**

Even though no serious conservation activity is going on in this area to protect some of these sites for degradation and extinction, ERuDeF is making giant strides in collaboration with the government to see that some of these biodiversity are protected from total degradation. That is why the NGO has been working relentlessly in what it calls Lebialem Forest Landscape Restoration Initiative. Through this effort some of the forest

areas could be transformed or decreed protected sites. If this is done it could be a haven for eco-tourism in the council area in particular and in the other council areas in general.

### **3.2.9. Mineral Resources**

From the research carried out from primary and secondary sources no mineral resources have yet been discovered in the Menji Council Area. It is however believed that the bauxite deposits at Fongo-Tongo municipality in Menoua Division could be stretched to the Menji municipality.

## **3.3 History and People of the Municipality**

### **3.3.1 The Origin of the People**

All evidence points to the fact that the Bangwa as we now know them are not an ancient people, whose origins are lost in the dim past. Even paramount chiefs, who have the longest pedigrees, only trace their dynasties back seven or eight generations; and from the material evidence of their ancestors' skulls and the strict rule of father-to-son succession it may be surmised that the Bangwa have inhabited the mountain regions for less than two hundred years. Legend tells of the founding of the chiefdoms; both Bangwa and Bamileke accounts have many common elements.

Briefly it tells of a hunter who came from the Mbo or Banyang forests with his following (his family and the classic nine servants) where he met the Beketshe, a loosely-grouped hunting and gathering people who lived a naked, nomadic existence in the wooded mountains without the advantages of huts or agriculture. The forest hunter, with his guns and through guile, deprived these people of their proprietary rights to the land. These Beketshe, from whom some contemporary Bangwa still claim descent, are described in innumerable stories as brainless, fickle and incredibly gullible, and are a constant source of amusement to sophisticated Bangwa. A common myth tells how he hoarded leopard skins, ivory tusks, lengths of stencilled blue and white cloth; the possession of these symbols of royalty ranked him immediately and indisputably as chief.

### **3.3.2 Population**

The population for the 60 planning units used for the participatory diagnosis was estimated at 27875, 51% of who are female and 49% male. With a total surface area of 106km<sup>2</sup>, the population density is evaluated to be approximately 263 persons/km<sup>2</sup> far above the national average. This indicates an increasing pressure on the environment and its resources.

### **3.3.3 Ethnic Groups and inter-ethnic relations**

The main ethnic group in this municipality is the Nweh people who are distributed in the three Fondoms of Lebang, Essoh-Attah and Njoagwi. Some of these people are intermarried with neighbours such as the Bamilekes, the Mbos, the Bayangs, the Mundanis of the Wabane Council Area, the indigenes of the Alou Council Area (Lower and Upper Nwehs) and a few from the Northwest Region.

There are also an increasing number of non natives who are civil servants, businessmen and various international volunteers working for the Italian Catholic Movement, the Focolare Movement based at Nveh in Menji.

### **3.3.4 Religion**

The main religion in this area is Christianity and the majority of the Christians are the Roman Catholic Christians. A few Muslims are also found in the area.

### 3.3.5 Planning units diagnosed for the Menji Communal development plan

*Table 1: Estimated population*

Village / Unit	Population				
	Male	Famale	Youths ( Less than 15 years)	Children (less than 5 years)	Total
Mbindia	280	320	80	64	600
Kohti	30	46	16	13	76
Bellah Ngangagah	39	47	17	20	86
Ngem	19	24	7	12	43
Ndungweh	26	32	14	17	58
Lekong -Fokem	40	46	21	12	86
Nchu	41	43	23	12	84
Njieh-Fonge	122	118	45	89	240
Nkah -Nchenquini	27	20	12	9	47
Nkah -Abatmoa	112	189	67	91	301
Nkah - Tabroh	490	490	101	129	980
Bellung	20	29	7	8	49
Quibeku Lebang	22	24	9	11	46
Atelasoh	25	31	13	6	56
Azi	420	429	123	91	849
Leyang -Forche	100	113	66	57	213
Mbeoh	1388	1412	450	976	2800
Njenbetieh	135	144	56	86	279
Ndungallah	20	38	6	8	58
Mankem	169	171	81	101	340
Njeh	115	117	67	87	232
Atuchang	60	65	33	28	125
Afufu	15	21	7	8	36
Njenacha	260	267	103	105	527
Legweh	120	127	88	79	247
Minka	45	48	12	11	93
Letsuetaw	25	36	13	16	61
Efembetueh	180	185	89	48	365
Andu	15	23	5	3	38
Mbangatroph	44	44	13	12	88
Aleluh	30	32	11	15	62
Bellua	180	186	98	67	366
Letia	50	63	21	16	113
Leyang -acha	260	267	102	97	527
Nchembin	420	414	220	113	834
Nchehbedore	130	138	97	62	268
Belieh-Ngeh	465	474	181	110	939
Nwehnchen	140	147	71	89	287

Nsoko	345	355	102	91	700
Atonge	340	344	121	87	684
Takwai	135	142	81	78	277
Mbin Essoh Attah	460	465	154	101	925
Kitsue	919	928	236	216	1847
Abebue	750	750	211	189	1500
Ndungoh	43	73	21	17	116
Ngoh	245	255	132	77	500
Quibeku Essoh Attah	60	65	31	24	125
Nzenchen	250	254	120	97	504
Atengata	120	125	82	57	245
Nung	23	37	12	14	60
Njieh-Betsung	21	29	8	11	50
Nzembrah	19	21	11	9	40
Lebiengung	11	14	10	8	25
Atetap	45	49	12	10	94
Amem	21	25	8	6	46
Anya	22	27	9	11	49
Abang	35	43	12	10	78
Nchenallah	131	132	89	57	263
Atechang	61	164	91	47	225
Menji	3530	3493	1010	976	7023
<b>TOTAL</b>	<b>13665</b>	<b>14210</b>	<b>5008</b>	<b>4971</b>	<b>27875</b>

Source: field survey

### 3.3.6 The socio-economic environment

The economic activities of the people of the municipality are mainly farming, small scale livestock production and hunting. Historically, communities have lived and depended on farming, hunting and gathering in the forests for their subsistence and livelihoods. These activities have been in fact the only source of their socio-economic mainstay although yields are low. This is due to poor soils, diseases and an ageing population. There are no processing facilities and little external investment. There are therefore few opportunities for employment. Combined with the collapse of Robusta coffee prices since the mid 80s, the conditions have become so difficult because rate of rural exodus. A small quantity of livestock production is also carried out in the municipality; where cattle, goats, sheep, pigs and fowls are produced on a very small scale.

The rate of scolarisation at primary school level is quite high, at about 90%. Access to health facilities is still limited, with most of them concentrated around the greater Menji - Azi area. There is a high incidence of Malaria. The prevalence rate of HIV/AIDS is high although this has been explained as being due to the large numbers of infected persons who return from the towns and cities to the area for treatment in the good mission hospital –Mary Health of Africa.

### 3.4 Basic Socio- economic Infrastructure

The main social sectors (Basic Education, Secondary Education, Health, Public Works, Energy and Water, Markets) are represented in the Menji Council area. Although they have

some infrastructure it is limited and therefore there is a need for the provision of more so as to meet up with the minimum national standards for the sectors.

The Basic Education sector is made up of five nursery schools, 31 primary schools and one Teacher Training College. All the nursery schools have permanent structures but have limited facilities like play grounds and didactic materials.

As far as the primary schools are concerned, most of their buildings are semi permanent and temporary. They lack such furniture and facilities as desks, latrines, play grounds, water points, computer laboratories, etc. Some schools have only one trained teacher. The number of didactic materials such as textbooks and teaching aids in use by both pupils and teachers is grossly inadequate. From this perspective, there is a great need for the provision of more classrooms, desks, playgrounds, teachers, didactic materials, water points, and latrines for the welfare of the pupils and the teachers.

In the Secondary Education sector, there are 10 secondary schools 8 of which are government and 2 private. Of the 8 government schools, 3 are technical. These schools all seriously lack infrastructure such as classrooms, teaching staff, science laboratories, computer laboratories, technical workshops, playgrounds, desks, latrines, water points, electricity, sickbays, etc.

The Health Sector has 10 medical units (private/community). One of these units is a hospital at Azi, Others are health centres and health posts. These medical units have limited medical equipment, beds, electricity, and water points, ill-equipped pharmacies and no proper waste disposal facilities.

Electricity and water supply are yet to reach most of the villages in Menji municipality. Only 21 of the 60 villages diagnosed have AES/SONEL electrical installation. Of the 21 installations only 7 are fully functional as some transformers have broken down.

As far as water resources are concerned 22 of the 60 villages have potable pipe-borne water. Consequently a majority of the population still rely on springs for their drinking water.

There are 12 markets in the Menji Municipality. Of these 12 markets only the Menji market is partially constructed. Trading is done for the most part in temporary sheds or wares are laid on the soil. Basic facilities such as pipe-borne water, toilets, butcher's shops, waste disposal facilities, counters, etc. are lacking.

Other social facilities available include the Multipurpose Youth and Animation Centre donated by the Cercle 'd'amis du Cameroun (CERAC), the Women Empowerment Centre, and the Social Centre. Of these three the first two still need to be equipped with furniture, appliances and machines to be fully functional. The same is true of the Tele centre in Menji which needs more computers and desks to meet the high demand for services by the public.

### **3.5 Main Potentials and Resources of the Municipality**

<i>Table 2: Potentials and Resources of the municipality Sector</i>	<b>Potentials</b>	<b>Resources</b>
Forestry and Wildlife	<ul style="list-style-type: none"> <li>▪ Availability of non timber forest products</li> <li>▪ A variety of wildlife (fauna) species</li> <li>▪ Increasing interest in ecotourism</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funds from the NGO ERUdef</li> <li>▪ Support from MINFOF</li> </ul>
Basic Education	<ul style="list-style-type: none"> <li>▪ Stable PTAs</li> </ul>	<ul style="list-style-type: none"> <li>▪ School buildings</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Continuous government assistance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Land for construction</li> </ul>
Secondary Education	<ul style="list-style-type: none"> <li>▪ Stable PTAs</li> <li>▪ Continuous government assistance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Graduates available to be employed as teachers</li> <li>▪ Land for construction</li> </ul>
Public Health	<ul style="list-style-type: none"> <li>▪ Trained nurses available for employment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Subsidised essential medication available in the hospitals and Health Centres</li> </ul>
Higher Education	<ul style="list-style-type: none"> <li>▪ Many high school and university graduates</li> </ul>	
Water and Energy	<ul style="list-style-type: none"> <li>▪ Many water catchments</li> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ Local materials for construction such as sand and stones, unskilled labour</li> </ul>
Public Works	<ul style="list-style-type: none"> <li>▪ Development associations available to participate in road maintenance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local materials for construction such as sand and stones, unskilled labour</li> </ul>
Environment and Nature Protection	<ul style="list-style-type: none"> <li>▪ Rural largely unoccupied landscape suitable for conservation efforts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funds from the NGO ERUdef</li> <li>▪ Support from MINEP</li> </ul>
Commerce	<ul style="list-style-type: none"> <li>▪ Some markets along Regional Road No 19 which runs through to the Nigerian border at Ekok</li> </ul>	<ul style="list-style-type: none"> <li>▪ Locally grown agricultural products such as cocoa, coffee, palms, cassava, cocoyams, etc. Livestock such as small ruminants, poultry, pigs, fish and NTFP such as bitter cola, njansang, bush mango, eru, etc</li> </ul>
Transport	<ul style="list-style-type: none"> <li>▪ Travel agency could expand while others could invest in the sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ Many motor bikes, a travel agency with a local agency</li> </ul>
Sports and Physical Education	<ul style="list-style-type: none"> <li>▪ A growing youth population in town</li> <li>▪ An enthusiastic veteran population</li> </ul>	<ul style="list-style-type: none"> <li>▪ Some playgrounds and a few instructors</li> </ul>
Post and Telecommunications	<ul style="list-style-type: none"> <li>▪ Communities and schools available for Internet centres</li> </ul>	<ul style="list-style-type: none"> <li>▪ Post Office, Tele centre, 2 mobile phone operators, LATS Internet service</li> </ul>
Women's Empowerment and the Family	<ul style="list-style-type: none"> <li>▪ A large women's population in the municipality</li> <li>▪ Many women and girls available to patronise services at the centre</li> </ul>	<ul style="list-style-type: none"> <li>▪ Several women's associations, Funds and trainings from some NGOs like Nkong Hill Top, Mbo Nweh</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>▪ The cultural diversity of the people in the municipality</li> <li>▪ Eco and culture tourism potentials</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tourist sites ( Lebialem waterfalls, Azi and Nchebeduire palace museums, Nyi inselbergs, cultural festivals</li> </ul>
Culture	<ul style="list-style-type: none"> <li>▪ The great cultural diversity and attachment of the people</li> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ Cultural artefacts and folklore</li> </ul>

## CHAPTER FOUR

### SUMMARY OF KEY FINDINGS FROM THE PARTICIPATORY DIAGNOSIS

#### **4.1 Summary of Menji Council Institutional Diagnosis**

The Menji Council was created by Decree No 95/082 of 24<sup>th</sup> April 1995. It has 31 councillors ( 27 men and 4 women). It has a staff strength of 22 (16 male and 6 female) with an average working experience of 3 years.

The main source of council revenue is FEICOM transfers of additional council taxes which accounted for 74.7% of overall council revenue in 2009.

#### **4.1.1Summary of Strengths, Weaknesses, Opportunities and Threats for Menji Council**

*Table 3: Summary of Strengths/ Weaknesses of the Council*

Domain	Strengths	Weaknesses	Opportunities	Threats
Human Resources	<ul style="list-style-type: none"> <li>• Regular payment of salaries</li> <li>• Some council workers trained</li> </ul>	<ul style="list-style-type: none"> <li>• Poor collaboration among staff and lack of respect for each other</li> <li>• Insufficient staff</li> <li>• Inadequate training for staff and councillors</li> </ul>	<ul style="list-style-type: none"> <li>• Devoted and committed staff</li> <li>• Local Government Training Centre available to offer training</li> </ul>	
Council Revenue	<ul style="list-style-type: none"> <li>• Regular flows from FEICOM</li> </ul>	<ul style="list-style-type: none"> <li>• Poor collection revenue</li> <li>• Limited financial resources dependence (over on FEICOM)</li> </ul>	<ul style="list-style-type: none"> <li>• Funding sources available</li> </ul>	<ul style="list-style-type: none"> <li>• Tax evasion</li> <li>• Limited tax base</li> </ul>
Assets Management	<ul style="list-style-type: none"> <li>• Council hall and some basic equipment available</li> <li>• Existence of Internet services</li> </ul>	<ul style="list-style-type: none"> <li>• Poor record keeping of assets</li> <li>• Computer equipment underutilised</li> <li>• Inadequate maintenance of infrastructure and equipment</li> <li>• Insufficient office space</li> </ul>	<ul style="list-style-type: none"> <li>• Existence (though not maintained) of a council oil palm farm, sand and stone quarries</li> <li>• Enough building space</li> </ul>	<ul style="list-style-type: none"> <li>• Poor road network</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Council sessions held</li> </ul>	<ul style="list-style-type: none"> <li>• Poor working conditions including autocratic leadership</li> <li>• Conflict in management (Non-respect of organigramme and no</li> </ul>	<ul style="list-style-type: none"> <li>• Trainings and other support services available in the Region to assist</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of confidence and trust from hierarchy</li> </ul>

		<ul style="list-style-type: none"> <li>• clear Job descriptions)</li> <li>• Poor information/communication flow</li> <li>• Non-recognition of excellence</li> <li>• Irregular and discriminate payment of bills and incentives</li> <li>• Lateness in the implementation of council plans</li> <li>• Mutual suspicion among executive and councillors</li> <li>• Poor public image (lack of transparency in management)</li> <li>• </li> </ul>	<p>the council improve on governance</p>	
Relations with other stakeholders	<ul style="list-style-type: none"> <li>• Provides support to Local Development Initiatives and other service activities</li> </ul>	<ul style="list-style-type: none"> <li>• Limited knowledge of council activities by principal stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of Lebialem Community Radio and Internet to ease communication</li> </ul>	
Inter –council and decentralised cooperation		<ul style="list-style-type: none"> <li>• Little collaboration with other councils (no networking)</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of Union of Cities and Councils at national and regional level.</li> <li>• Possibility of twinning arrangements with councils abroad</li> </ul>	

#### 4.1.2 Proposed Actions for Menji Council Institutional Development

*Table 4: Proposed actions to reinforce functioning of council*

Component	Recommended Actions
Leadership/Coordination (Governance)	<ul style="list-style-type: none"> <li>• Workshop on participatory management for council executive, key staff and committee executives</li> <li>• Workshop for councillors and government service heads on the role of the council in the context of decentralisation</li> <li>• One public hearing per year</li> <li>• 6 months coaching support on running productive meetings, communication, review of organisational chart and job descriptions, setting up and implementing an M&amp;E system</li> <li>• Workshop on gender in local governance and coaching support for putting in place gender and HIV/AIDS work place policies.</li> <li>• Create a council web site</li> <li>• Run a bi monthly programme on the council on Lebalem Community Radio</li> <li>• Publish an annual newsletter</li> </ul>
Staff Development	<ul style="list-style-type: none"> <li>• Carry out staff audit and re-deploy staff as per organisational chart</li> <li>• Organise workshop on the functioning of the council in the context of decentralisation</li> <li>• Recruit 2 qualified staff as development and accounting officers respectively</li> </ul>
Records Management	<ul style="list-style-type: none"> <li>• Acquire/update computers and accessories and network them</li> <li>• Acquire data base management software</li> <li>• Train staff on use of software and other basic office management tools</li> <li>• Acquire safe and convenient storage equipment and train staff on its use</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>• Workshop on the budget process for council staff and finance committee</li> <li>• 1 month coaching support on council budgeting and accounting practices for the finance staff and the Secretary General</li> <li>• Acquisition of finance management software and training of staff on its use</li> </ul>
Resource Mobilisation	<ul style="list-style-type: none"> <li>• Workshop on resource mobilisation and proposal writing for council staff and local civil society organisations</li> <li>• Workshop on promoting local economic development</li> </ul>
Equipment/Furniture	<ul style="list-style-type: none"> <li>• Acquire tipper, road maintenance machines, motor cycles and office furniture</li> </ul>
Buildings	<ul style="list-style-type: none"> <li>• Construct a building to house the civil status registry, council archives and a library</li> </ul>

## 4.2. Common Problems Identified by Sector

Table 5: Common Problems, causes and effects

### Agriculture

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>Poor soil fertility</li> <li>Use of poor quality planting materials</li> <li>Prevalence of Plant diseases and pests</li> <li>Poor cultural practices</li> <li>Poorly organised markets</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient farm inputs</li> <li>Few and irregular agric technicians</li> <li>High incidence of diseases</li> <li>Few agriculture staff</li> <li>High Cost of improved seed</li> <li>Few processing mills and storage facilities</li> </ul>	<ul style="list-style-type: none"> <li>Food shortage</li> <li>Reduced household incomes</li> <li>High food prices</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>More agric technicians</li> <li>Investment capital</li> <li>All season farm to market roads</li> <li>Subsidized inputs including improved seeds</li> <li>Appropriate training on farm agribusiness</li> <li>Storage and processing facilities</li> <li>Create and reinforce functioning of farmers' organisations</li> </ul>

### Livestock, Fisheries and Animal Industries

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>High incidence of animal diseases</li> <li>Scarce feed</li> <li>Limited number of veterinary technicians</li> </ul>	<ul style="list-style-type: none"> <li>Poor farm maintenance</li> <li>Cost and distance to purchase feed</li> <li>Low staff motivation</li> </ul>	<ul style="list-style-type: none"> <li>Low farmers income</li> <li>High cost of meat protein</li> </ul>	<ul style="list-style-type: none"> <li>Subsidized feed and vaccines</li> <li>Feed processing units</li> <li>Improved breed of fowls, pigs and goats</li> <li>Appropriate training on farm management</li> </ul>

### Basic Education

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>Insufficient teachers</li> <li>Insufficient infrastructure</li> <li>Insufficient equipment and furniture in schools</li> <li>Limited didactic materials</li> </ul>	<ul style="list-style-type: none"> <li>Shortage of teachers employed by the government</li> <li>Insufficient funds</li> <li>Abandonment of duty posts by teachers</li> <li>Low household incomes</li> </ul>	<ul style="list-style-type: none"> <li>Overcrowded classrooms</li> <li>Poor learning conditions</li> <li>Poor academic performance</li> </ul>	<ul style="list-style-type: none"> <li>Construction of classrooms</li> <li>Provision of equipment and didactic materials</li> <li>Provision of desks, potable water, latrines, computers and playgrounds</li> <li>Recruitment of more trained teachers</li> </ul>

### **Secondary Education**

<b>Problems</b>	<b>Causes</b>	<b>Effects</b>	<b>Needs</b>
<ul style="list-style-type: none"> <li>• Old and dilapidating structures</li> <li>• Insufficient staff</li> <li>• Insufficient infrastructure (classrooms, potable water, computer and science laboratories, technical workshops)</li> </ul>	<ul style="list-style-type: none"> <li>• Poor maintenance of existing structures</li> <li>• Insufficient staff recruited by the government</li> <li>• Insufficient funds to equip schools</li> </ul>	<ul style="list-style-type: none"> <li>• Average academic performance by students.</li> <li>• High percentage of students graduating in general education and in non science or technical subjects</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of classrooms</li> <li>• Provision of equipment and didactic materials</li> <li>• Provision of desks, potable water, latrines, computers and playgrounds</li> <li>• Need for more trained teachers especially science and technical teachers</li> <li>• Provision of science laboratories, technical workshops, sick bays.</li> </ul>

### **Public Health**

<b>Problems</b>	<b>Causes</b>	<b>Effects</b>	<b>Needs</b>
<ul style="list-style-type: none"> <li>• Insufficient health equipment (laboratories, pharmacies)</li> <li>• Insufficient staff with some health centres having only one staff</li> <li>• Insufficient infrastructure</li> <li>• High incidence of malaria. And HIV/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>• Staff avoid enclave institutions</li> <li>• Ignorance of population on government drug policy, hygiene and sanitation</li> <li>• Stigmatisation of HIV positive persons</li> <li>• medication</li> <li>• Insufficient information on micro health insurance scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of man hours for labour due to ill health</li> <li>• Psychological trauma in some families</li> <li>• Several cases of death from HIV/AIDS</li> <li>• High incidence of auto</li> </ul>	<ul style="list-style-type: none"> <li>• More medical personnel</li> <li>• More medical equipment e.g. refrigerators, etc</li> <li>• Construction of medical wards, laboratories, pharmacies, toilets, incinerators, staff residences</li> <li>• Public sensitisation campaigns on sanitation and health care</li> </ul>

### **Energy and Water Resources**

<b>Problems</b>	<b>Causes</b>	<b>Effects</b>	<b>Needs</b>
<ul style="list-style-type: none"> <li>• Population source drinking water from springs and other sources of low quality</li> <li>• Insufficient quantity and low quality of the Azi – Menji water supply scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Dispersed settlement pattern</li> <li>• Inactive water management committees</li> <li>• Poor maintenance of water projects</li> <li>• Insufficient funds</li> </ul>	<ul style="list-style-type: none"> <li>• High risk of water borne diseases</li> <li>• Burdensome task for children to fetch water especially in the dry season</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance and rehabilitation of water sources in the villages</li> <li>• Repairs of non-functional taps</li> <li>• Protection of water sources</li> <li>• Extension of pipe borne water in the Menji town</li> <li>• Extension of electricity network to the villages</li> <li>• Replacement/ or repairs of transformers</li> </ul>

<ul style="list-style-type: none"> <li>Limited connection to electricity grid</li> <li>Frequent power outages</li> </ul>	<ul style="list-style-type: none"> <li>Non functional transformers</li> <li>Low voltage</li> <li>Poor maintenance of grid line</li> <li>Distance from grid line</li> <li>Uncompleted/ abandoned contracts</li> <li>Dispersed settlements</li> </ul>	<ul style="list-style-type: none"> <li>Difficulty in using electricity dependent appliances such as TV sets, mobile phones</li> <li>School pupils have difficulty reading at night</li> </ul>	
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### Tourism

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>Undeveloped tourist potential</li> <li>Poor marketing of tourist attractions</li> <li>Poor conservation of artefacts</li> </ul>	<ul style="list-style-type: none"> <li>Little awareness of the tourist potential</li> <li>Absence of technical service</li> <li>Inadequate knowledge on the running of a museum</li> </ul>	<ul style="list-style-type: none"> <li>Limited income from tourist sites</li> </ul>	<ul style="list-style-type: none"> <li>Publicity on tourist sites &amp; events</li> <li>Access roads to tourist sites</li> <li>Creation of palace museums</li> </ul>

### Public Works

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>Bad state of major roads in the municipality</li> <li>Difficult access to villages and farms</li> </ul>	<ul style="list-style-type: none"> <li>Limited community effort</li> <li>Poor maintenance</li> <li>Frequent land slides</li> <li>Low level of community participation</li> </ul>	<ul style="list-style-type: none"> <li>High cost of transportation</li> <li>High level of post harvest loss</li> <li>Reduced movement of people and goods</li> <li>Loss of income</li> </ul>	<ul style="list-style-type: none"> <li>Rehabilitation of culverts and bridges</li> <li>Rehabilitation of roads</li> <li>Construction of new farm to market roads</li> </ul>

### Territorial Administration, Decentralisation and Maintenance of Order

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>Only one police post with few constables</li> <li>Decline in respect for traditional authorities</li> <li>Increasing incidence of armed robbery</li> </ul>	<ul style="list-style-type: none"> <li>Limited number of police officers in Menji</li> <li>Limited number of gendarmes in Menji</li> <li>Many chiefs are not gazetted</li> <li>Many chiefs represented by regents</li> </ul>	<ul style="list-style-type: none"> <li>Risk of reduced investment because of increase in crime wave</li> <li>Poor mobilization of population for development</li> </ul>	<ul style="list-style-type: none"> <li>More police constables and gendarmes</li> <li>More gendarmerie posts</li> <li>Trainings on civic education and community security</li> </ul>

### Scientific Research and Innovation

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>Loss of indigenous knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Local knowledge is not recognised</li> <li>Little hand down of indigenous knowledge</li> <li>Poverty and insufficient encouragement of custodians of indigenous knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Loss of income from use of knowledge</li> <li>Loss of prestige</li> </ul>	<ul style="list-style-type: none"> <li>Support for association of traditional healers</li> <li>Inventory of medicinal plants</li> </ul>

### Forestry and Wildlife

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>Encroachment into the forest for farmlands</li> <li>Poaching</li> <li>land degradation</li> </ul>	<ul style="list-style-type: none"> <li>Low level of awareness</li> <li>Scarcity of arable land</li> <li>Scarcity of protein from domesticated animals</li> </ul>	<ul style="list-style-type: none"> <li>Destruction of water catchments and watersheds</li> <li>Loss of tourist attraction</li> <li>Extinction of wildlife</li> </ul>	<ul style="list-style-type: none"> <li>Protection of forest blocks</li> <li>Regulation of bush meat markets</li> <li>Planting of tree around water catchments</li> <li>Trainings on non conventional livestock raising</li> </ul>

### Environment and Nature Protection

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>Reducing volume of springs, streams and rivers</li> <li>Frequent landslides</li> <li>Settlements on perilous slopes</li> <li>Violent tornados</li> </ul>	<ul style="list-style-type: none"> <li>Unpredictable changes of seasons</li> <li>Continuous clearing of the forests for farmlands</li> <li>Slash and burn method of cultivation</li> <li>Scarcity of suitable land for settlement</li> <li>Increasing warming of climate</li> </ul>	<ul style="list-style-type: none"> <li>High risk of disasters</li> <li>Threat to aquatic and plant life</li> </ul>	<ul style="list-style-type: none"> <li>Protection of all drinking water sources</li> <li>Capacity on soil erosion, improved cooking stoves and climate change</li> <li>Re settlement of people living on dangerous slopes</li> </ul>

### Commerce

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>Poor state of market infrastructure</li> <li>Insufficient local demand</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Insufficient attention of council authorities</li> <li>Poor road access to markets</li> <li>Few traders</li> </ul>	<ul style="list-style-type: none"> <li>Low incomes</li> <li>High cost of goods</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Counters, sheds, stores, butchers' shops, cold stores, etc in the markets</li> <li>Toilets, drinking points in markets</li> <li>Waste collection and</li> </ul>

	<ul style="list-style-type: none"> <li>•</li> </ul>		<p>treatment facilities.</p> <ul style="list-style-type: none"> <li>• Functioning market management committees</li> </ul>
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### Post and Telecommunications

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>• Poor television reception</li> <li>• Poor radio signal</li> <li>• Poor functioning of post office</li> <li>• Inadequate access to Internet and telephone</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate connection to electricity</li> <li>• Poor TV signals</li> <li>• Limited telephone network and Internet connection</li> </ul>	<ul style="list-style-type: none"> <li>• Poor access to information</li> <li>• Limited communication with other communities</li> </ul>	<ul style="list-style-type: none"> <li>• Functioning TV antenna at Letsuetaw</li> <li>• More equipment for Menji Tele-centre</li> <li>• A tele-centre at Esoh-attah</li> <li>• Connecting of schools to the Internet</li> </ul>

### Small and Medium Size Enterprises, Social Economy and Handicrafts

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>• Few small businesses</li> <li>• Decline in production of handicrafts</li> <li>• Weak actors of the social economy</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funding</li> <li>• Poor transfer of knowledge</li> <li>• Little mastery of organisational governance</li> </ul>	<ul style="list-style-type: none"> <li>• Low income generation</li> <li>• Low standards of living</li> <li>• Increased poverty level</li> </ul>	<ul style="list-style-type: none"> <li>• Loans and grants to small businesses</li> <li>• Exposure through annual craft exhibitions</li> <li>• A functional handicraft centre</li> </ul>

### Youth Affairs

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>• High level of unemployment</li> <li>• Few leisure facilities</li> <li>• Little participation in decision making</li> <li>• Early marriages in some areas</li> </ul>	<ul style="list-style-type: none"> <li>• Few job opportunities</li> <li>• Limited financial resources</li> <li>• Marginalisation by the elders</li> <li>• Insufficient skills</li> </ul>	<ul style="list-style-type: none"> <li>• Rural exodus</li> <li>• Idleness</li> </ul>	<ul style="list-style-type: none"> <li>• Loans and subsidies to youth groups</li> <li>• Expansion and equipment of youth multipurpose centre</li> <li>• Vocational training centre</li> </ul>

### Sports and Physical Education

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>• Few sports facilities</li> <li>• Few sports competitions</li> </ul>	<ul style="list-style-type: none"> <li>• Few sports instructors</li> <li>• Limited sponsorship of sports</li> <li>• Poor topography</li> </ul>	<ul style="list-style-type: none"> <li>• Rural exodus</li> <li>• Boredom</li> <li>• Risk of illness</li> </ul>	<ul style="list-style-type: none"> <li>• A multipurpose sports complex in Menji</li> <li>• Renovation of playground and extension of grand stand in Menji</li> <li>• Playgrounds at Youth Day centres</li> </ul>

### **Women Empowerment and the Family**

<i>Problems</i>	<i>Causes</i>	<i>Effects</i>	<i>Needs</i>
<ul style="list-style-type: none"> <li>• Low representation in political and economic processes</li> <li>• Low level of income</li> <li>• Many couples do not have marriage certificates</li> </ul>	<ul style="list-style-type: none"> <li>• Male dominance</li> <li>• Negative cultural practices</li> <li>• Illiteracy</li> <li>• Ignorance</li> </ul>	<ul style="list-style-type: none"> <li>• Underdevelopment</li> <li>• Low level of income</li> <li>• Insecurity of married women</li> </ul>	<ul style="list-style-type: none"> <li>• Equipment in women's empowerment centre</li> <li>• Assistance to low income widows</li> <li>• Loans/grants to women groups</li> <li>• Trainings on gender and legal aid</li> </ul>

### **Employment and Vocational Training**

<i>Problems</i>	<i>Causes</i>	<i>Effects</i>	<i>Needs</i>
<ul style="list-style-type: none"> <li>• Few employment opportunities</li> <li>• Insufficient skills for self employment</li> </ul>	<ul style="list-style-type: none"> <li>• Undiversified local economy</li> <li>• Low level of local demand</li> </ul>	<ul style="list-style-type: none"> <li>• Rural exodus</li> <li>• Unemployment</li> <li>• Increase in crime wave</li> <li>• Underdevelopment</li> </ul>	<ul style="list-style-type: none"> <li>• Vocational training centre</li> <li>• Loans/subsidies for informal economic operators</li> </ul>

### **Culture**

<i>Problems</i>	<i>Causes</i>	<i>Effects</i>	<i>Needs</i>
<ul style="list-style-type: none"> <li>• Decline in positive cultural values</li> <li>• Decline in use of Nweh Language</li> </ul>	<ul style="list-style-type: none"> <li>• Influence of western education / religion</li> <li>• Influence of the media</li> <li>• Rivalry among elites, chiefs and villages</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of respect for traditional institutions</li> <li>• Proliferation of title holders</li> <li>• Loss of cultural values</li> </ul>	<ul style="list-style-type: none"> <li>• Support for cultural festivals</li> <li>• Construction / renovation of palaces and museums</li> <li>• Training of children on Nweh language</li> <li>• Training for traditional authorities on good local governance</li> </ul>

### **Labour and Social Security**

<i>Problems</i>	<i>Causes</i>	<i>Effects</i>	<i>Needs</i>
<ul style="list-style-type: none"> <li>• Inadequate job security for farm workers</li> <li>• Social security not available for farmers/rural population</li> </ul>	<ul style="list-style-type: none"> <li>• Over supply of unskilled labour</li> <li>• Ignorance of Labour Code</li> </ul>	<ul style="list-style-type: none"> <li>• Low standards of living for farm labour</li> <li>• Non compensation for occupational accidents</li> </ul>	<ul style="list-style-type: none"> <li>• Grants to promote social insurance for workers of the informal sector</li> <li>• Sensitisation of farm workers on their rights</li> </ul>

### Social Affairs

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>Marginalisation of the vulnerable people</li> <li>Absence of basic social facilities</li> <li>Inadequate social care for the elderly</li> </ul>	<ul style="list-style-type: none"> <li>Policies not implemented</li> <li>Insufficient council attention</li> <li>Insufficient social affairs staff</li> <li>Low level of public awareness on care and protection of the vulnerable</li> </ul>	<ul style="list-style-type: none"> <li>Non participation of the vulnerable people in social life</li> <li>Isolation and trauma</li> <li>Inadequate social integration</li> </ul>	<ul style="list-style-type: none"> <li>Relief assistance for vulnerable persons</li> <li>Apparatus for disabled persons</li> <li>Sensitisation of the public</li> </ul>

### Industry, Mines and Technological Development

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>Unexploited resources like sand quarries</li> <li>Insufficient skills and resources for technological development</li> </ul>	<ul style="list-style-type: none"> <li>Inaccessibility of some areas</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Underdevelopment</li> <li>Poverty</li> </ul>	<ul style="list-style-type: none"> <li>Research on mineral potentials</li> <li>Provide scholarships for technical and vocational education</li> </ul>

### Transport

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>High transport cost</li> <li>Limited transport services</li> <li>Unregulated motor bike transport service</li> </ul>	<ul style="list-style-type: none"> <li>Poor maintenance of roads</li> <li>Motor bikes provide employment for idle youths</li> </ul>	<ul style="list-style-type: none"> <li>Transportation of goods by head over long distances</li> <li>Frequent road accidents with bikes</li> </ul>	<ul style="list-style-type: none"> <li>Road signs</li> <li>Training for motor bike riders</li> </ul>

### State Property and Land Affairs

Problems	Causes	Effects	Needs
<ul style="list-style-type: none"> <li>Insufficient government structures</li> <li>Limited access to land for development</li> <li>Few land titles</li> </ul>	<ul style="list-style-type: none"> <li>Hilly topography</li> <li>Tenuous land tenure system</li> <li>Low level of awareness among population of procedure for obtaining land titles</li> </ul>	<ul style="list-style-type: none"> <li>Frequent land disputes</li> <li>Slowdown of developmental projects</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of buildings</li> <li>Land demarcation</li> <li>Sensitisation of public on acquisition of land titles</li> </ul>

### Urban Development and Housing

<i>Problems</i>	<i>Causes</i>	<i>Effects</i>	<i>Needs</i>
<ul style="list-style-type: none"> <li>• Poor waste disposal</li> <li>• Poor road network in town</li> <li>• Increasing insecurity in town</li> <li>• Unlit streets</li> <li>• Insufficient water and electricity supply</li> </ul>	<ul style="list-style-type: none"> <li>• Poor maintenance of municipal roads</li> <li>• Unplanned construction and settlement</li> <li>• Insufficient municipal equipment and infrastructure</li> <li>• Increasing number of idle youth</li> <li>• Scarcity of land for construction</li> </ul>	<ul style="list-style-type: none"> <li>• Emerging slums in parts of the town</li> <li>• High risk of disasters from land slides</li> </ul>	<ul style="list-style-type: none"> <li>• Menji Town master plan</li> <li>• Ornamental trees in town</li> <li>• Improved procedure for the acquisition of building permits</li> </ul>

**CHAPTER FIVE**  
**STRATEGIC PLAN**

**5.1 Vision and Objectives of the Communal Development Plan of Menji Council**

**Vision**

*By 2020, Menji Municipality should have a sound environment, equitable and sustainable growth, increased and secure job opportunities, with good farm-to-market roads, basic and accessible social services through the combined and active participation of its sons, daughters and partners*

## 5.2 Logical framework by Sector

Table 6: Log frame by sector

**Vision:** By 2020, Menji Municipality should have a sound environment, equitable and sustainable growth, and good farm-to-market roads, basic and accessible social services through combined and active participation of its sons, daughters and partners

	<i>Intervention logic</i>	<i>Objectively Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of Indicators</i>
<b>Goal</b>	The population of Menji should enjoy an improved standard of living, with more than 75% of them living above the poverty line and having access to basic social services by the end of 2015	Basic infrastructure such as schools, hospitals, farm-to-market roads and markets are constructed and/or equipped and farm inputs supplied at subsidised prices leading to increase in household incomes	Field visits Observation Surveys	Political stability Sustained government funding Stable macro-economic environment Support from donors and development partners	No political upheavals 100% of government funds are received within financial year Donor grants actually received	Observation Council financial records and reports

### Sector: Public Works

**Sector Vision:** All production basins and major settlements are linked by all season roads

	<i>Intervention logic</i>	<i>Objectively verifiable indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicators</i>
<b>Overall Objective</b>	Facilitate access to agriculture production basins and the movement of people and goods into and out of the municipality	80 kms of rural roads and 10 kms of urban roads are regularly maintained and passable all year round by 2015	Observation Report from Divisional Delegation of Public Works Reports from councils	Availability of government funds Contracts are properly implemented	100% of government funds are received within financial year	Council and divisional delegation reports Interview of contractors
<b>Specific Objective 1</b>	Improve the road network in Menji Municipality	✓ By end 2015 6 farm-to-market roads are all season for vehicles.	Observation Report from Divisional Delegation of Public Works Reports from councils	Availability of government funds Contracts are properly implemented	100% of government funds are received within	Council and divisional delegation reports Interview of

					financial year	contractors
Result 1.1	Inter-Fondom roads are improved: <ul style="list-style-type: none"> <li>• Essoh-attah-Njoagwi</li> <li>• Lebang-Njoagwi</li> <li>• Essoh-attah-Ngudeng</li> </ul>	✓ By 2015, 2 inter Fondom roads are passable for vehicle traffic all year round especially the Menji-Ngoh Road and the Azi - Ngundeng Road.	Observation Report from DD Public Works Reports from councils	Availability of government funds Contracts are properly implemented Councils and Fondom associations are supportive	100% of government funds are received within financial year Pledged support from Fondom development associations is made available	Council and development association records; field visits
Result 1.2	Farm-to-market roads improved	✓ 7 all season farm-to-market roads are constructed / maintained covering 70kms.	Observation Report from Divisional Delegation of Public Works Reports from councils	Availability of government funds Contracts are properly implemented Councils and Fondom associations are supportive	100% of government funds are received within financial year Pledged support from Fondom development associations is made available	Council and development association records; field visits
<b>Activities</b>					<b>Costing</b>	
Result 1.1		Result 1.2		Designation	Amount	
1.1.1 Construction/rehabilitation of 10 kms of Azi –Ngundeng		1.2.1 Construction of Nchenallah - Mbin Bellua road		Total Investment	507,400,000	
1.1.2. Rehabilitation of Nveh – Ngoh road 10 kms		1. 2.2 Construction of Teba-Teba Bridge		Total Running	76,110,000	
1.1.3. Rehabilitation of rain gates at Nveh, Bellua, Belleuh, Ngoh		1. 2.3 Construction of Nsoko –Atonge road		Unforeseen	50,740,000	
1.1.4. Acquisition of tools for road		1.2.4 Rehabilitation of Bellua – Njenacha –		<b>Total estimated</b>	<b>634,250,000</b>	

maintenance	Mbeoh – road			
1.1.5 Creation/training of road maintenance committees	1.2.5. Construction of 2 bridges on the Nweh – Nzachen – Abebue road			
	1.2.6 Completion of Manjoh Bridge at Bellah Ngangah			
	1.2.7. Rehabilitation of Letia – Nchobenyai – Azi road			
	1.2.4. Rehabilitation of Nwenchen – Takwai road			

## Sector: Agriculture and Rural Development

**Sector Vision:** Increase agricultural production and productivity ensuring food security

	<i>Intervention logic</i>	<i>Objectively Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of Indicators</i>
<b>Goal</b>	The population of Menji should enjoy an improved standard of living, with more than 75% of them living above the poverty line and having access to basic social services by the end of 2020	80% of basic infrastructure such as schools, hospitals, farm-to-market roads and markets are constructed and/or equipped and farm inputs supplied at subsidised prices leading to 50% increase in household incomes and the creation of an additional 20% off farm jobs	Field visits Observation Surveys	Political stability Sustained government funding Stable macro-economic environment Support from donors and development partners	No political upheavals 100% of government funds are received within financial year Donor grants actually received	Observation Council financial records and reports
	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumption</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Improve infrastructure and institutions and cultural practices that support agricultural production	✓ Food situation improved by 2015. ✓ Staples are present in the market in enough quantity at all times	Statistical report from MINADER	Government support to farmers continue There is improvement in the running budget of MINADER Services;	At least 30 farming groups receive government grants or subsidies yearly; MINADER running credit is doubled	Office of the finance controller; Reports from MINADER
Specific objective 2	Increase food production	✓ By 2015 , there is increase in production and yield for main crops by 20%	Statistical report from MINADER	Government support to farmers continue; Improve seeds, fertilizers and pesticides are available and	30 farmers groups receive at least 1million each year 3 tons of improved seeds and 5 tons of	Reports from MINADER Visit to seed and input dealers

				affordable at farming season	fertilizer are distributed each year at subsidized rates	
Result 2. 1	Soil fertility improved	✓ Food and export crop production increased by at least 20% by 2015	Reports from MINADER Lebialem	Farmers declare their production figures to technicians	At least 70% of production statistics are registered for major crops	Reports from MINADER
Result 2.2	Increased access to quality seeds and other agricultural inputs (fertilizer, pesticides etc)	✓ By 2013, 60% of farmers in the municipality have access to improved planting materials, fertilizer and pesticides ✓ At least 01 agric input store is created and operational in each agric post area by 2012	Reports from Menji council and MINADER	Farmers willing to accept innovative practices	60% of farmers use improve seeds and employ agronomic practices; At least 10% of farmers group use fertilizers.	Field visits Field reports from extension workers
Result 2.3	Increased access to agric loans	✓ By 2013, at least 4 village banks are fully operational and at least 40% of women have access to such loans ✓ Volume of credits granted for agricultural activities	Report from taxation department, MFIs	Interest on loan lower than other commercial banks; Loans are reimbursed on time	80% of farmers get their loans from village banks	Reports from village banks
Result 2.4	Increased number and capacity of agricultural technicians	✓ By 2013, 02 more agric post are created, qualified technicians transferred to all the	Reports from MINADER services	Government fills vacant post; Council employs CD specialists	All (100%) agric post have a staff 01 CD specialist is recruited by	Reports from DD MINADER Report from

		<ul style="list-style-type: none"> <li>✓ agric post and their capacities reinforced</li> <li>✓ By 2013 the ratio of extension worker to producers organisation moves from 1:10 to 1:20</li> </ul>			the council	council	
Result 2.5	Reduced pests and disease attack	<ul style="list-style-type: none"> <li>✓ Quality of export /food crops are competitive at national and international level by 2014</li> </ul>	Reports from MINADER and exporters	Availability of appropriate pesticides	4 input stores are equipped with recommended pesticide	Report from phyto-brigade Menji	
Result 2.6	Improved cultural practices	<ul style="list-style-type: none"> <li>✓ 60% of farmers adopt and practice sustainable agric practices (e.g. soil conservation, IPM etc ) as recommended by agric technicians</li> </ul>	Field visits	Extension staffs master sustainable agric practices.	At least 03 training sessions organised sustainable agric practices each year	PNVRA reports	
<b>Activities</b>						<b>Costing</b>	
Result 2.1	Result 2.2	Result 2.3	Result 2.4	Result 2.5	Result 2.6	Designation	Amount
2.1.1 Production of training packages for soil fertility improvement	2.2.1 Carrying out of farmers' needs assessment	2.3.1 Carrying out of sensitisation on village banks	2.4.1 Creation of 03 more agricultural posts	2.5.1. Equipping of the Divisional and village Phytosanitary brigades with spraying equipment and pesticides	2.6.1. Training of farmer groups on sustainable agric practices	Total investment	
2.1.2 Training of farming groups on soil	2.2.3 Supplying of improved materials at	2.3.2 Completion of construction of 4 village banks	2.4.2. Recruitment of staff for all the posts	2.5.2. Training of farmer groups on		Total Running	<b>See Total for Specific objective 3</b>

fertility and importance of fertilizer use	subsidized prices			integrated pest management			<b>below</b>
	2.2.4 Provision of improved seed for multiplication	2.3.3.Encouraging registration and savings	2.4.3 Training of staff on knowledge gaps			Unforeseen	<b>See Total for Specific objective 3 below</b>
	2.2.5 Setting up of multiplication plots for bulky materials	2.3.4. Reduction of interest rate on FIMAC loans				<b>Total estimated</b>	<b>See Total for Specific objective 3 below</b>

### Sector: Agriculture and Rural Development Continued

	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicators</i>
Specific objective 3	Increase farmers income	✓ Farmers living standards improved by at least 10%	Field visits	Government continue to support local development Initiatives	PIB for roads and agricultural infrastructure	Finance Department, Reports from MINEPAT
Result 3.1	Improved market prices of agricultural produce	✓ Farmers make profit of a least 40% by 2014 for cash crop and 30% for food crops ✓ Farmers / buyers have better access to market information	Report on Market information system. Lebialem Community Radio	Farm-to-market roads are all season. Farmers listen to their radio	Traffic to within the 3 Fondoms increased by at least 20%	Report from Delegation of transport
Result 3.2	Improved market structures	✓ By 2015, at least 5 village markets across the municipality are constructed/rehabilitated	Reports of Menji Council	FEICOM and other donors continues to support Menji Council	Amount of FEICOM support to Menji Council	Menji council budget
Result 3. 3	Increased access to	✓ 40km of rural roads to 05 markets (Nsoko, Essoh-	Reports from public works	An increase in PIB for road	PIB for roads maintenance	Finance Department,

	markets	<p>Attah, Azi, Atulia and Menji) are maintained and accessible to vehicle all season.</p> <ul style="list-style-type: none"> <li>✓ Market Information (MIS) assembled, disseminated or published twice a week</li> </ul>	and council, MINADER	<p>maintenance in the municipality MIS is supported by Menji Council</p>	MIS is broadcast 2 times a week on LCR	<p>Reports from MINEPAT Report from MINADER and LCR</p>
Result 3. 4	Functioning farmers unions and cooperatives reinforced	<ul style="list-style-type: none"> <li>✓ 03 cash crop cooperatives/union and 02 food crops are functioning by 2013.</li> <li>✓ At least 60% of registered CIGs are functional by 2013</li> </ul>	Report from MINADER	Farmers agree to collaborate	<p>Number of meetings/cooperative organised and attended by members</p>	<p>Minutes of meetings and resolutions Report from MINADER</p>
Result 3.5	Increased storage and processing of farm produce (value-added)	<ul style="list-style-type: none"> <li>✓ By end of 2012, 40% of all cassava and maize produce are processed</li> <li>✓ At least 3 warehouses are constructed within the municipality by 2014</li> </ul>	Reports and field visits	<p>Volume of production triggers request for processing units and warehouses</p>	<p>Number of application for subsidy received and financed</p>	Report from MINADER
<b>Activities</b>					<b>Costing</b>	
Result 3.1	Result 3.2	Result 3.3	Result 3.4	Designation	Amount	
3.1.1. Carrying out of feasibility studies and making of estimate	3.2.1. Carrying out of feasibility studies and make estimate	3.3.1. Restructuring of cooperatives and CIGs	3.4.1. Provision of processing machines and warehouses for medium and large scale maize and cassava farmers	Total Investment	<b>127,475,000</b>	
3.1.2. Construction and/or renovation of markets ( c.f Sector on Commerce below)	3.2.2. Rehabilitation of roads (c.f 1.2.1 -1.2.4 above)	3.2.4 Grant to 9 farmers' group	3.2.6.Equipment/Infrastructure	Total Running	19,121,250	

	3.2.3. Collection, collating and dissemination of MIS	3.2.5 Renovation of SDARD		Unforeseen	12,747,500
				<b>Total estimated</b>	<b>159,343,750</b>

**Sector: Basic Education**

**Sector Vision: The quality of training in primary schools is raised leading to more than 90% success rate in final examinations**

	<i>Intervention logic</i>	<i>Objectively verifiable indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Attain universal primary education for all children of school going age	<ul style="list-style-type: none"> <li>• 100% of children above 5 in the municipality attend and complete primary education by 2015</li> </ul>	School records; End of course examination records	Adequate school infrastructure and equipment are available; Primary education is effectively free	80% of all schools are equipped and have sufficient trained personnel	Records of MINEDU B; School visits;
<b>Specific Objective 4</b>	All children of school going age complete primary school	<ul style="list-style-type: none"> <li>• By 2015, 100% of girl children should complete primary school</li> <li>• Performance at official end of primary course examinations is above 80% annually beginning 2011</li> </ul>	School records; Common Entrance & FSLC results;	Adequate school infrastructure and equipment are available; Primary education is effectively free	80% of all schools are equipped and have sufficient trained personnel	Records of MINEDU B; School visits;
Result 4.1	Number of teachers increased	<ul style="list-style-type: none"> <li>• All primary schools have at least 1 trained teacher per class by 2012</li> </ul>	School inspection reports; PTA pay vouchers;	Official regulations on effective service are respected and	90% of teachers posted to the schools are regular at	School visits; School administration reports; PTA records

		<ul style="list-style-type: none"> <li>PTA recruited teachers are remunerated for at least the 9 months of the school year</li> </ul>	Interviews of PTA teachers	enforced; PTAs are functional	work; 100% of parents contribute heir PTA levies	
Result 4.2.	Adequate didactic and learning materials are available	<ul style="list-style-type: none"> <li>100% of teachers have teachers' and pupils' copies of all official textbooks; 100% pupils have at least a copy each of the official core textbooks for English Language, French, Mathematics as from 2012</li> </ul>	School inspection reports	Government funding for primary schools is effectively available; Parents have the means to buy textbooks	100 % school didactic materials are supplied by end of October each year; Household income increases by 5%	School visits; School reports
Result 4.3	School infrastructure/equipment increased	<ul style="list-style-type: none"> <li>100% of primary schools have at least 6 standard classrooms by 2020</li> <li>There is at least 1 standard latrine per school by 2012</li> <li>At least 1 potable water source is available for</li> </ul>	School visits; Site visits	Government, council funding and community support are effectively available	Beginning 2011there is at least 160,000 public and council investment budget allocation for school infrastructure; PTAs make a minimum of 70% of the	PIB, Menji Council budget and PTA records; site visits

		<p>pupils within each school by 2015</p> <ul style="list-style-type: none"> <li>• Construct befitting structure for Delegation of Basic Education and Inspectorate of Basic Education by 2015</li> </ul>			local contribution required	
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<b>Activities</b>			<b>Costing</b>	
<b>Result 4.1</b>	<b>Result 4.2</b>	<b>Result 4.3</b>	<b>Designation</b>	<b>Amount</b>
4.1.1. Recruit and post 54 trained teachers to primary schools	4.2.1. Provide didactic materials to all public primary schools GS Nzenchen, GBPS I and II, GPS Njeh, GS Ndungoh, GS Nkah, GS Nentse Essoh Attah, Atoangeh, GS Quebeku GS Nsoko,	4.3.1 Construct 2 classrooms each in 10 schools	Total Investment	50,288,000
	4.2.3. Provision of portable water at G.S Nsoko, G.S Atoangeh, G.S Quibeku and G.S N jentse Essoh Attah	4.3.2. Provide 600 pupils' desks in 10 schools	Total Running	75,432,000
		4.3.3. Provide 4 teachers' table and chairs in 20 schools	Unforeseen	50,288,000
		4.3.4. Construct and equip Head Teachers office in 10 schools	<b>Total estimated</b>	<b>628,600,000</b>

		4.3.5. Construct and equip computer laboratories in GS Njeh, GBPS I and II, GS Chenfem, GS Nchembin GS Njentse Lebang, GPS I and II, GS Fonge, GS Mbeoh, GS Nsoko, GS Fossung, GS Njenacha, GS Nkah, GS Belluah.		
		4.3.6. Provide 29 water points in 29 schools		
		4.3.7. Construct 25 Latrines in 25 schools		
		4.3.8. Construct 6 play grounds in Gs Nsoko, GS Essoh Attah, CS Foreke Down, GS Mbeoh, GS Fonge, GS Lekong Forkemh		

### Sector: Public Health

### Sector Vision: A healthy population enjoying higher standard of living and having an increased life span

	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumption</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Improve the health Status of the population	• By 2015, the death rate from communicable and non communicable diseases has reduced by over 25%	Reports of the Health District Hospital and Health Centre Records	Staff posted to the area are effectively present Essential drugs are available all year round	75% of staff are effectively at their posts	Reports; health centre monitoring visits
<b>Specific Objective 5</b>	Increase access to health services	Above 75 % of the population will have	Reports of the Health	Staff posted to the area are	100% Public investment	Reports of the Health District

		access to basic health services in their communities	District Hospital and Health Centre Records	effectively present Essential drugs are available all year round	allocation is regular; 100% of essential drugs are supplied by the SWSFH	Hospital and Health Centre Records
Result 5.1	Health institutions have adequate infrastructure, equipment and staff	<ul style="list-style-type: none"> <li>• By end 2015 80% of all public health institutions have main services</li> <li>• 1 District Hospitals is upgraded to General Hospitals by 2020</li> <li>• Upgrade Menji and Essoh Attah Integrated Health Centres in to CMAs by 2015.</li> <li>• All health institutions have trained staff and there are at least 04 medical doctors serving in the district by 2015.</li> <li>• Long distance travel to seek medical attention is reduced by 50%.</li> </ul>	Site visits Health facilities records and reports	Government funds are available Authorities are ready to enforce public service regulations	100% Public investment allocation is regular; 90% of staff are regular at work	Reports of the Health District Hospital and Health Centre Records
Result 5.2	Incidence of malaria controlled	<ul style="list-style-type: none"> <li>• Percentage of health centres that meet the standard</li> </ul>	Reports of the Health District	Government programmes on the common	Projects are budgeted for and 100% of	Reports of the Health District Hospital and

		for malaria control is 75% by 2015; Number of pregnant women and new born babies using treated mosquito nets is 75% by 2015	Hospital and Health Centre Records Records of mutual health associations Visit of health facilities	diseases are effectively implemented Health area health committees are functioning regularly Mutual health associations are able to indemnify members as stated Government budgets for the hospitals	government funds are received within financial	Health Centre Records; Reports of the PIB Follow up Committee
Result 5.3	Prevalence of HIV/AIDS reduced	<ul style="list-style-type: none"> <li>75% of the population screen for HIV by 2015 and receive their results;</li> </ul>	Treatment centre records	Government subsidies for treatment is available and regular	100% of government funds are received within financial year	Reports of the Health District Hospital and Health Centre Records; Interviews of PLHIVs
Result 5.4	Communities are sensitised and educated on communicable and non-communicable diseases, family planning and auto medication	<ul style="list-style-type: none"> <li>About 90% of the population are aware of common diseases and prevention methods</li> <li>Reduced rate of infection by 75%</li> </ul>	Sensitisation reports Hospital and Health Centre Records	Support of traditional, school and church authorities is guaranteed	90% of official health messages are effectively disseminated by the authorities	Copies of messages; interviews of the population
Result 5.5	Medication is available at affordable prices	<ul style="list-style-type: none"> <li>70% of population aware of availability of</li> </ul>	Hospital and Health Centre	Essential drugs are regularly supplied by the	90% of essential drugs are available in	Pharmacy records; pharmacy visits;

		subsidised medication by 2015	pharmacy records	SWRSFH	all pharmacies	patients interviews
Result 5.6	Child and maternal health is improved	<ul style="list-style-type: none"> <li>• De worm 100 % of school pupils annually</li> <li>• 100 women attend voluntary screening for cervical cancer by 2015</li> </ul>	School records; hospital and health centre records	Funding for the activities is available; NGOs support screening for cervical cancer	100% of funds allocated are received before end of school year	School records; hospital and health centre records; interviews, NGO reports
Result 5.7	Demand for local health services increased	<p>No of patients travelling out of Menji for specialist medical attention reduces by 50%</p> <ul style="list-style-type: none"> <li>• Over 3000 persons are subscribed to a mutual health organisation</li> <li>• All Health Area Management Committees are trained and functional</li> </ul>	Hospital and Health Centre Records	<p>Health facilities are properly equipped and staffed</p> <p>Mary Health of Africa Hospital authorities are ready to upgrade and use Information and Communication Technologies for specialist consultations</p> <p>Costing of consultations and treatment will be affordable</p>	<p>One hospital, the Mary Health of Africa Hospital has referral capacity by end of 2015; 80% of adherents are happy with the management of mutual health association</p>	Visit of hospital; health authorities reports; interview reports

Result 5.8	Health of the elderly is improved	50% of elderly persons receive subsidised care by 50% by 2015	Home visits to the elderly; Reports from MINAS; Hospital & health centre reports	NGOs, Council and government provide funding	Menji Council budget allocation for social assistance increases to at least 5% of previous administrative account; donors provide 10,000,000frs annually	Council budget and administrative accounts; MINAS reports		
<b>Activities</b>						<b>Costing</b>		
Result 5.1	Result 5.2	Result 5.3	Result 5.4	Result 5.5	Result 5.6	Result 5.7	Designation	Amount
5.1.1 Provision of free simple malaria treatment for children and elderly	5.2.1 Provision of subsidized anti retroviral treatment/ opportunistic diseases/CD4 count	5.3.1 Rehabilitation /extension of District hospitals	5.4.1.Creation and training Health Area management and health committees on communicable & non communicable diseases	5.5.1.Equipping of pharmacies at Mbindinga, Ndungweh centres	5.6.1. Deworming all primary school pupils	5.7.1.Sensitisation of population to join mutual health association	Total Investment	106,606,100
5.1.2 Supply of treated mosquito nets for pregnant women and babies	5.2.2. Provision of basic necessities for People Living with HIV/AIDS	5.3.2.Construction of additional wards in Menji health centre	5..4.2. Sensitisation and screening of adult men for prostate cancer.		5.6.2 Sensitisation of women and screening for breast and cervical cancer		Total Running	15,990,915

5.1.3.Sensitization campaign on simple malaria	5.2.3 Creation and support associations of PLHIVs to run income generating activities	5.3.3. Acquisition of medical equipment for Ndungweh, Essoh Attah and Mbindia health centres	5.4.3Equipment/Furniture for Menji Health Centre Equipment/Furniture for Ndungweh Health Centre				Unforeseen	10660610
5.1.4.Organisation of hygiene and sanitation campaign		5.3.4. Recruitment of 02 staff each for Mbindia & Essoh Attah health centres -Construction of residences for health district hospital Azi staff					<b>Total estimated</b>	<b>133,257,625</b>

### Sector: Energy and Water

**Sector Vision: Potable water available for every one and all homes and small processing plants are powered by electricity**

	<i>Intervention logic</i>	<i>Objectively verifiable indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicators</i>
<b>Overall Objective</b>	Improve access to water and electricity	Potable water is available to 100% of the population and electricity is extended to 60% of the villages by 2015	Reports from village water management committee (VVMC), Delegation of MINEE and MINSANTE	Funds from PIB and Council are available on time. Community willing to participate	Amount of credits from PIB and Council Budget	Finance Department, Reports from MINEPAT and Menji council
<b>Specific</b>	Increase access	✓ 100% of the	Reports from	Funds from PIB	Amount of credits	Finance

<b>Objective 6:</b>	to potable water	population have access to potable water by 2015. ✓ Incidences of waterborne diseases reduce by 90% in the year 2015.	village water management committee (VVMC), Delegation of MINEE and MINSANTE	and Council are available on time. Community willing to participate	from PIB and Council Budget	Department, Reports from MINEPAT and Menji council
<b>Result 6.1</b>	Access to potable water improved	✓ 80% villages have functional water supply system by 2015 ✓ Potable water is 5 minutes walk from every household ✓ 07 water schemes rehabilitated and functioning by 2013 ✓ 01 borehole constructed in Menji by 2012 ✓ 07 water catchments rehabilitated and protected by 2015 ✓ 04 springs are improved by 2012	Field visit to water schemes.  Reports of VVMC and MINEE  - Project documents	Funds are available on time. Water catchments are protected  VVMCs are functioning effectively  Villages sharing water sources effectively collaborate to carry out schemes	100 construction and rehabilitation works are completed with active participation of the population	Field visit Delegation of MINEE
<b>Specific Objective 7</b>	Increase access to electricity	✓ 60% of the population have access to AES/SONEL power by 2015	Field visits Reports from the Delegation of MINEE and Council	Funds from PIB and Council are available on time.	Amount of credits from PIB and Council Budget	Finance Department, Reports from MINEPAT and Menji council
Result 7.1	• Electricity is extended to	✓ 60% of all villages in the municipality	Field visits Reports from	Funds from PIB and Council are	Amount of credits from PIB and	Finance Department,

	more villages/ households	✓ have electricity 60% of all the households in areas covered by national grid have electricity by end 2015	the Delegation of MINEE and the Council	available on time.	Council Budget	Reports from MINEPAT and Menji council
Results 7.2	• Procedure for the obtaining electric energy simplified	<ul style="list-style-type: none"> <li>80% of the expectant population are aware of the procedure by 2012</li> <li>There is increase public discussion on the procedure</li> </ul>	Field interview	AES/SONEL personnel work for the interest of the population	Information brochures available	AES/SONEL office and the field

Activity			Costing	
Result 6.1	Result 7.1	Results 7.2	Designation	Amount
6.1.1. Carrying out of feasibility studies on all the water schemes mentioned including EIA reports	7.1.1. Extension of electricity to priority ...villages	7.2.1.Production and dissemination of information brochures or leaflets	Total Investment	298,000,000
6.1.2. Construction/rehabilitation of ... water schemes	7.1.2. Rehabilitation of... non functioning transformers	6.3.2 Repair sand filter at Azi	Running	44,700,000
6.1.3 Creation of new/ reinforcing capacity of VWMCs	7.1.3.Rehabilitation of Pico-hydro plants at Ndungweh		Unforeseen	29,800,000
6.1.4 Repair and extension of water at Ngo Essoh Attah	7.1.4 Replace pipes from Seat of wisdom college to Mbeboh (Azi to Menji pipe line)			
			<b>Total estimate</b>	372,500,000

**Sector: Secondary Education**

**Vision: Secondary and technical colleges are providing competitive quality education**

	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumption</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Enhance opportunities for quality secondary education	Number of boys and girls completing secondary school increases by 10% by end of 2015; The number of students doing and completing technical education increases by 15% by end 215	School and administration reports	Government funding and PTA support for schools is assured	Increase of 30% funding for secondary schools annually	Delegation f Secondary Education Reports
<b>Specific Objective 8</b>	Increase access to quality education	<ul style="list-style-type: none"> <li>• Qualitative and quantitative performance in all end of course examinations is above 75% by end of 2012</li> <li>• By 2015, students should be able to enhance conservation activities in schools</li> <li>• Emphasizes on the new syllabus on citizenship, computer is</li> </ul>	Tracer forms and reports Records of examination results School records Campus visit	Schools are constructed, equipped and staffed; Teachers and pupils have adequate didactic and learning materials	85% of all construction and equipment needs are met by end 2015; 80% of pupils, staff and parents express satisfaction with school management;	Site visits; Reports, interviews

		achieved at 100%				
Result 8.1	Number of trained teachers per school increased	<ul style="list-style-type: none"> <li>• All secondary schools have at least 2 teachers per subject.</li> <li>• All high school have at least 4 teachers per subject</li> <li>• 100% PTA recruited teacher s are remunerated at the end of each month for the contract period.</li> </ul>	School supervision reports School and inspectorate records	Government deploys teachers to the area School authorities ensure effective presence of staff at their stations School Management Boards and Parent Teacher Associations are functioning properly	Transfers and recruitments of teachers covers 100% of needs; 100% of PTA teachers are satisfied with the regularity of their remuneration	Transfer/recruitment circulars; interviews; pay vouchers
Result 8.2	School infrastructure/equipment improved	<ul style="list-style-type: none"> <li>• By end 2015: 4 schools have equipped science laboratories</li> <li>• 6 schools have equipped libraries</li> <li>• 12 technical school workshops are equipped</li> <li>• By 2015, 5 schools have functional</li> </ul>	School visits School records	Government allocates funds for construction of classrooms and toilets Contractors do good jobs Fondom development associations and other benefactors donate equipment, books and	Yearly allocation in the PIB of a least 80,000,000 for secondary school equipment; Funds from associations are an average of 5,000,000 yearly	PIB logbook; Reports

		<ul style="list-style-type: none"> <li>multimedia centres connected to the Internet</li> <li>Construct sick bays in 8 schools</li> </ul>		<ul style="list-style-type: none"> <li>other materials</li> <li>School Management Boards and Parent Teacher Associations are functioning properly</li> </ul>		
Result 8.3	100 under-privileged and intelligent children are assisted in school 80 children are offered scholarships reach year	<ul style="list-style-type: none"> <li>01 community scholarship board established</li> <li>At least 80 secondary students are supported with 50,000 frs annually</li> </ul>	<ul style="list-style-type: none"> <li>Statutes of scholarship board Records</li> </ul>	<ul style="list-style-type: none"> <li>Councils and other donors make donations to the scholarship board</li> <li>The management of scholarships will be transparent</li> </ul>	<ul style="list-style-type: none"> <li>14,000,000frs minimum mobilised from the council and development associations annually</li> </ul>	<ul style="list-style-type: none"> <li>Records of disbursement ; Council annual budget; Reports from development associations</li> </ul>
Result 8.4	School governance is improved	<ul style="list-style-type: none"> <li>7 schools have functional management boards and 80% of stakeholders are satisfied with its functioning</li> <li>7 school heads are providing required and reliable reports within stipulated deadlines</li> </ul>	<ul style="list-style-type: none"> <li>Reports of meetings; opinion surveys</li> </ul>	<ul style="list-style-type: none"> <li>Government regulations on SMBs and administration enforced</li> </ul>	<ul style="list-style-type: none"> <li>100% of required monitoring activities done and reported</li> </ul>	<ul style="list-style-type: none"> <li>Reports</li> </ul>

Activities			Costing	
Result 8.1	Result 8.2	Result 8.3	Designation	Amount
8.1.1 Recruitment of 145 trained teachers for colleges	8.2.1 Construction of classrooms in 7 colleges 22	8.3.1 Organisation of 5 workshops to train school management boards, PTA executives and school bursars	Total Investment	1,113,000,000
8.1.2. Provision of didactic materials to 2 schools. GTC Fonge and GTC Abebue	8.2.2 Equipping of 2 science laboratories in 2 colleges		Total Running	166,950,000
8.1.3 Extension of potable water to GTC ABEBUE Essoh Attah	8.2.3 Equipping of 12 tech workshops in 03 colleges		Unforeseen	111,300,000
8.1.4 Extension of potable water to GTC Fonge	8.2.4 Equipment of 5 computer laboratories in 5 colleges		Total estimated	1,391,250,000
	8.2.5 Linking of 5 computer laboratories to the Internet in 5 colleges			
	8.2.6 Construction of and equipment of 6 school libraries			
	8.2.7 Extension of potable water to GSS Lebuh Mbi			

#### Sector: Livestock, Fisheries and Animal Industries

**Sector Vision:** The population enjoys sufficient protein intake and earns increased income from livestock activities

	<i>Intervention logic</i>	<i>Objectively verifiable indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Ensure food security through increased livestock and fishery production and productivity	Production of livestock in the area has increased by 50% by 2015	Statistical report from MINEPIA and MINCOMMERCE. Report on malnutrition from MINSANTE	Government and other donors continue and increase their support for livestock activities	Number of beneficiary poultry farmers Volume of credit to poultry farmers	Report from Department of FINANCE and MINEPIA
<b>Specific</b>	Increase livestock	✓ By 2015 , 80% of	Statistical report	Government	Number of	Report from

<b>objective 9</b>	and fishery production	the population will eat an average of 100g of meat proteins daily (pig, goat/sheep, poultry) ✓ Quantity of meat /fish sold in markets and cold stores	from MINEPIA and MINCOMMERCE. Report on malnutrition from MINSANTE	and other donors continue and increase their support for livestock activities	beneficiary poultry farmers Volume of credit to poultry farmers	Department of FINANCE and MINEPIA
Result 9.1	Low cost feed and vaccines available	✓ Production of feed components (maize, soya beans, etc) increased by 80% ✓ 3 Ha of grazing pastures (e.g. guatamela grass) developed for small ruminants ✓ Quantity of appropriate vaccines stocked at the veterinary centres ✓ By 2013, 03 feed processing mills are installed in the municipality	Reports from MINADER and MINEPIA Lebialem	Availability of improved seeds at subsidised prices Government provides adequate vaccines	Improved seeds sold at 300 frs/kg Quantity of appropriate vaccines stocked at the veterinary centres	Report from MINADER Reports from Veterinary centres
Results 9.2	Increased access to improved livestock breed	✓ By 2015, 70% of farmers in the livestock sector have access to improved breeds for pigs, birds and goats.	Reports from MINEPIA Field visit and pastoral centres	Many farmers get involved in production of improved piglets Road network permits the transportation	There are at least 06 medium scale producers for piglets and 02 suppliers of day-old chicks by 2015	Reports from MINEPIA Delegation

				of day-old chicks		
Results 9.3	Increased access to loans and subsidies	✓ By 2013, 30% of livestock farmers have access to loans and subsidies from village banks and PIB	Report from micro-finances institutions, MINADER and MINEPIA	Livestock farmers subscribe to and meet with the conditions of village banks. Government continue to support professional farmers organization  Interest on loan in village banks lower than other commercial banks;	Number of livestock farmers that have contracted loans from village banks and benefited from government subventions	Reports from village banks, MINEPIA, Finance Control and MINEPAT
Results 9.4	Increased technical support for livestock production	✓ By 2013, 01more livestock centre is created. ✓ By 2013, at least 03 more qualified livestock technicians are recruited to work in the municipality	Reports from MINEPIA services	Extension services restructured.  Government recruits and transfers qualified staff	Annual work plan and strategy and coverage revised for extension staff beginning 2012	Work plan and reports from MINEPIA
Results 9.5	Reduced pests and disease attack	✓ The death rate from swine erysipelas, Newcastle disease and African swine fever reduced by a	Reports from MINEPIA services	Vaccines are available and affordable for timely interventions	Quantity of appropriate vaccines stocked at the veterinary centres	Reports from MINEPIA services Field investigation

		significant 80% by 2013		Farmers report suspected cases promptly		
Results 9.6	Infrastructures that support livestock/fishery production increased	<ul style="list-style-type: none"> <li>✓ By 2015, there are at least 40 modern infrastructure and equipment that support livestock production ( pens, incubators</li> <li>✓ 07 fish ponds are rehabilitated/construted and stock and producing averagely 1ton of fresh fish/pond/year</li> </ul>	Reports from MINEPIA services	Government projects continue and increase support to livestock farmers	The volume of subsidy and grants to livestock farmers	Reports MINEPIA, Finance Control and MINEPAT

Activities						Costing	
Result 9.1	Result 9. 2	Result 9.3	Result 9.4	Result 9.5	Result 9.6	Designation	Amount
9.1.1 Training of livestock farmers on low cost feed formulation and production	9.2.1 Identification of medium-scale livestock producers	9.3.1 Identification of small and medium-scale livestock producer organisations	9.4.1. Restructuring of the MINEPIA extension service (revise annual work plan and strategy)	9.5.1. Organisation of workshops on proper farm management and disease prevention	9.6.1 Identification of small and medium-scale livestock producer organisations	Total Investment	182,500,000
9.1.2. Installation of feed processing unit	9.2.2. Supply of improved breeds	9.3.2. Provision of loans and government subsidies	9.4.2. Creation of livestock centre at Mbouda	5.2. Carrying out of annual vaccination campaigns against animal diseases	9.6.2. Facilitation of acquisition of loans and investment capital	Total Running	27,375,000

9.1.3. Planting of ouatamela grass	9.2.3. Forming of partnerships between poultry producers and suppliers of day-old chicks		9.4.3. Provision of basic logistical support to livestock technicians			Unforeseen	18,250,000
9.1.4. Sourcing and stocking of appropriate vaccines						<b>Total estimated</b>	<b>228,125,000</b>

**Sector: Forestry and Wildlife**

**Sector Vision:** Improved livelihoods for communities from conservation activities

	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumption</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Enhance conservation for improved livelihood	60% of the population adopt conservation practices by 2020	Field visits to protected areas  Records from relevant services  Records of guest houses	Collaboration among stakeholders guaranteed  Councils take active interest in advertising tourist sites widely	At least 15 meetings held between traditional authorities and staff of MINFOF per year	Minutes and resolutions of meeting  Reports from council
<b>Specific Objective 10</b>	Promote sustainable responsible use of natural resource use	✓ 20% of the population adopt sustainable NRM practices by 2013  ✓ Income earned from sustainable exploitation of NTFPs increases by 20% by 2015	Field visits to protected areas  Records from relevant services  Records of guest houses	Collaboration among stakeholders guaranteed  Councils take active interest in advertising tourist sites widely	At least 3 meetings held between traditional authorities and staff of MINFOF per year	Minutes and resolutions of meeting  Reports from council

		<ul style="list-style-type: none"> <li>✓ Annually more than 10 tourists visit nature and culture tourist sites/events by 2012</li> <li>✓ The functions and responsibility of forest management are truly shared between public and private stakeholders in the sector</li> </ul>				
Result 10.1	Community members are sensitised and educated on Natural Resource Management	<ul style="list-style-type: none"> <li>✓ 25% of the population in the targeted communities respect the legal provision on forestry and wildlife beginning 2012</li> <li>✓ 0% cases for poaching and illegal logging by 2015</li> </ul>	Sensitisation reports	Forest personnel not regarded as policemen	Number of persons attending sensitisation meetings	Attendance sheet and minutes of meeting
Result 10.2	Community forests (CF) are developed	<ul style="list-style-type: none"> <li>✓ 03 community forest management committees are formed and functional by end of 2013</li> <li>✓ 05 community forests are gazetted</li> </ul>	Copies of gazettes	<p>Notion of community and forest boundaries well defined to minimise conflict</p> <p>Collaboration</p>	<p>Number of sensitisation meetings held with communities</p> <p>At least 02 conservation projects support CF acquisition process</p>	<p>Minutes of meeting</p> <p>Reports from MINFOF and the Council</p> <p>Field visit</p>

		by end of 2015		among all stakeholders guaranteed  Availability of donor funds to support process of acquiring and managing CF	by 2015	
Result 10.3	Capacity for local institutions to support conservation is strengthened	<ul style="list-style-type: none"> <li>✓ At least 02 training workshops are organised for MINFOF and council staff for supporting forest conservation by 2012</li> <li>✓ Number of patrol, legal proceedings</li> <li>✓ Amount of revenue collected from timber and wildlife exploitation increase by 10% by 2012</li> </ul>	Workshop reports  Reports from MINFOF	Increase in running and investment credit for Delegation of MINFOF  More forest technicians are transferred to the Division	Running and investment credit for MINFOF Delegation	Reports from MINFOF
Result 10.4	Production of non conventional livestock increased	✓ By 2013 there are 10 farmers are domesticating wild life like the cane rat, giant rat (rate mole)	Reports from MINFOF and MINEPIA services	Availability of breeding stock. Breeders are adequately trained on wildlife domestication	Number of breeding stock distributed  02 training on wildlife domestication carried out	Reports from Divisional Delegation of MINFOF
Results 10.5	Re-afforestation carried out in ecologically fragile	✓ At least 20000 of timber and NTFP	Application file from farmers  Report from	Beneficiaries plant and maintained	Number of trees planted	Reports from Divisional Delegation of

	areas	tree species distributed and planted on individual farms	MINOF Field visit	forest trees		MINOF
Activities					Costing	
Result 10.1	Result 10.2	Result 10.3	Result 10.4	Results 10.5	Designation	Amou nt
10.1.1Organisation of sensitization sessions and workshops for village communities on forest and wildlife resource use	10. 2.1Organisation of sensitization sessions and workshops for village communities on community forest	10.3.1 Organisation of 02 training workshops for MINOF staff	10.4.1. Identification of farmers domesticating wildlife	10.5.1 Creation of nurseries for timber and NTFP species	Total Investment	45,150,000
		10.3.2 Equipping the Delegation of MINOF	10.4.2Reinforcement of their capacity on wildlife domestication	10.5.2Distribution of seedlings		
	10.2.2 Forming a legal entity to follow process through	10.3.3. Intensification of forest patrols and protecting sacred forests around palaces and 5 forest blocks (Andu, Mbinmark, Mbin Belluah, Njoagwi, Essoh Attah, Achang)	10.4.2. Provision of breeding stock of wildlife		Total Running	6,772,500
	10.2.3 Applying for and demarcating community forests	10.3.4 Regulation of bush meat markets			Unforeseen	4,515

		Creation of alternative income generating activities				
					<b>Total estimated</b>	<b>56,437,500</b>

**Sector: Environment and Nature Protection**

**Sector Vision: The environment and its natural resources are being used in a sustainable manner**

	<i>Intervention logic</i>	<i>Objectively verifiable indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Promote the sustainable use of the environment and its natural resources	By 2020 60% of the population are aware of and practising sustainable natural resource use	Reports from local MINEP Delegation	State policies continue to support environmental protection and user rights  Forest officers work to serve the local population – a change of mentality	Few or no cases for illegal use of NR	Report from the State Counsel and Delegation of MINEP
<b>Specific objective 11</b>	Ensure protection and better management of natural resources	<ul style="list-style-type: none"> <li>✓ The functions and responsibilities for environmental management are truly shared between public and private stakeholders</li> <li>✓ Rules and norms of resource use are monitored and enforced</li> </ul>	Reports from local MINEP Delegation	State policies continue to support environmental protection and user rights  Forest officers work to serve the local population – a change of mentality	Few or no cases for illegal use of NR	Report from the State Counsel and Delegation of MINEP
Results 11.1	Formal and informal Environmental Education (EE)	✓ Greater awareness and understanding on sustainable use of natural resources	MINEP reports School reports	Availability of adequate funds to support EE activities	An annual credit of 1,000,000 frs is allocated for EE activities	Report from MINEP

	reinforced	<p>and the 1996 environmental laws by 70% of the active population in 2013</p> <ul style="list-style-type: none"> <li>✓ EE is reinforced and supported in 80% of the primary, Teacher training college, and secondary schools with at least 05 nature clubs created and supported in the secondary schools</li> <li>✓ Increased capacity of at least 09 teachers of secondary schools to deliver EE in the formal sector by 2013</li> </ul>		<p>Head teachers support the delivery of EE and adequate time is allocated for EE (extra-curricular activities) in both primary and secondary schools and the teacher training college</p>	<p>At least 4hr/week is allocated for EE activities in schools</p>	Schools curriculum
Results 11.2	Ecosystem function is maintained	<p>By 2013</p> <ul style="list-style-type: none"> <li>✓ Chemical (including pesticide) contamination of food chains is minimised to 20%</li> <li>✓ 100000 trees are raised to protect ecologically sensitive areas e.g. water catchment areas, water courses and landslide areas</li> <li>✓ sacred forest and the 05 identified forest blocks are protected with trees</li> <li>✓ Erosion and other</li> </ul>	<p>Reports from village councils, MINEP, State Council, MINADER</p>			

		<ul style="list-style-type: none"> <li>✓ forms of soil degradation are minimised</li> <li>✓ Waste disposal is controlled</li> </ul>				
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<b>Activities</b>		<b>Costing</b>	
<b>Result 11.1</b>	<b>Result 11.2</b>	<b>Designation</b>	<b>Amount</b>
11.1.1. Sensitisation and education of the population on sustainable resource use and the environmental law	11.2.1. Create 08 tree nurseries of locally adapted tree species		
11.1.2. Carrying out of survey of knowledge gaps in EE	11.2.2. Distribution and planting of trees in ecologically sensitive areas ( water catchments, landslide prone areas etc)	Total Investment	39,750,000
11.1.3. Development of appropriate EE packages	11.2.3. Organisation of training on pesticide use and soil conservation practices	Total Running	5,962,500
11.1.4. Organisation of training on EE	11.2.4. Creation of village water management committees (c.f. 6.1.3)	Unforeseen	3,975,000
11.1.5. Creation and support of EE or nature clubs		<b>Total estimated</b>	<b>49,687,500</b>
11.1.6. Sensitisation of women's organizations on use of improved cooking stoves			

#### **Sector: Tourism**

**Sector Vision:** Make Menji municipality a tourist destination

	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumption</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Increase number of tourists visiting the municipality	Income earned from tourism related activities increases by at least 5% annually beginning 2012 Tourist sites in Menji	Annual financial reports from service operators;	Regional Delegation for Tourism of the SWR is supportive	At least one field evaluation trip by Regional Delegation by end of 2012	Mission report

		municipality are included in the national tourism directory by 2013	National directory of tourism			
<b>Specific Objective 12:</b>	Tourism potential is developed	✓ Number of tourists to the municipality increases annually by 10% beginning from 2012	Council, guest houses and inns records	Regional Delegation of MINTOUR develops interest in sites  Collaboration between stakeholders is assured  Government tourism officials are transferred to the Division and activities supported	At least 2 MINTOUR staff effectively work in Lebalem Division beginning 2012  03 broad based meetings held beginning 2012 to discuss tourism development	Reports from the Senior Divisional officer (SDO)
Result 12.1:	Nature and culture tourism facilities are identified, developed and advertised	✓ 06 tourist sites are visited by at least 100 persons each year ✓ At least 3 sites are gazetted and exploited by 2015 ✓ Cultural festivals are organised at least once in 2 years beginning 2013 and attended by a minimum 200 external visitors each time	Council records Copies of gazettes	Regional Delegation of MINTOUR develops interest in sites  Collaboration between traditional authorities and stakeholders is assured  Adequate funds are available and on time	01 tourism map developed by 2012  03 meetings held by traditional authorities of 03 Fondoms to prepare festival At least 1,000,000 frs is made available for MINTOUR activities in the Division	Reports from Regional Delegation of MINTOUR and Menji Council
Result 12.2	Capacity of major	✓ 90% of major	Training	Adequate funds are	Budget for	Reports from

	stakeholders (uniform officers, inn staffs, administration and council workers) to receive tourists reinforced from 2013	✓ stakeholders are trained on minimum catering/ caring services 01 tourist information office is opened an equipped in the council building in 2012	report	available and on time	MINTOUR for the municipality	Regional Delegation of MINTOUR and Menji Council
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<b>Activities</b>		<b>Costing</b>	
Result 12.1	Result 12.2	Designation	Amount
12.1.1 Survey and map out all tourist sites	12.2.1 Organise training workshop for guest house (inn) operators/staff on basic norms for caring and catering of tourists	Total Investment	4,500,000
12 .1.2. Identify/demarcate all tourists attractions	12.2.2 Train uniform officers/drivers and administrative staff on basic norms for receiving and entertaining tourists	Total Running	675,000
12.1.3 Document/publish or advertise the tourists attractions	12.2.3 Create and equip a tourist information office in the council building	Unforeseen	450,000
12.1.4 Create nature trials	12.2.4 Follow up the appointment of tourism officials to the Division	<b>Total estimated</b>	<b>5,625,000</b>
12.1.5 Organise joint Fondom festival every 2 years			

#### Sector: State Property and Land Tenure

#### Sector Vision: A municipality free of land disputes

	<i>Intervention logic</i>	<i>Objectively verifiable indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicators</i>
<b>Overall Objective</b>	Ensure proper land use and management of State property	Land disputes are reduced by over 80% by 2020 70 % of State property regularly maintained	Reports Divisional Delegation of MINDAF Field observation	Security of land tenure  A change in mentality on use of state property	All Land title owners are free from taxes Cost of maintenance or rehabilitation of state property	Reports from the SDO, finance department

					does no exceed 20% of initial investment	
<b>Specific Objective 13</b>	Increased access to land for development and sustainability in use of state infrastructure and equipment ensured	<ul style="list-style-type: none"> <li>✓ Rate of land development increased by 20% by 2015</li> <li>✓ 50% of the population are satisfied that the land tenure system guarantees ownership</li> <li>✓ Rate of renovation and/or replacement of state infrastructure and equipment is maintained below 20%</li> </ul>	Reports Divisional Delegation of MINDAF Field observation	<p>Security of land tenure</p> <p>A change in mentality on use of state property</p>	<p>All Land title owners are free from taxes</p> <p>Cost of maintenance or rehabilitation of state property does no exceed 20% of initial investment</p>	Reports from the SDO, finance department
Result 13.1	100% of government owned and approx 80% of traditionally owned land are demarcated	<ul style="list-style-type: none"> <li>✓ 01 land use plan and master plan for Menji urban developed by 2013.</li> <li>✓ There is an 80% drop in the number of land matters in court by 2015</li> </ul>	Traditional councils and traditional authorities Reports from MINDAF and MINDUH	Willingness of the population to avoid land disputes	Legal department Menji witness a drop of at least 80% in land boundary matters	Reports from legal department, Menji
Result 13.2	Process for the acquisition of land titles is simplified and facilitated	<ul style="list-style-type: none"> <li>✓ Period for acquisition land titles does not exceed 6 months beginning 2012</li> <li>✓ Number of Land titles issued</li> </ul>	Public interviews Council and MINDAF reports	Adequate sensitisation and transparency in procedure	70% of persons seeking for land titles are aware and follow procedure	Reports from MINDAF

Activities		Costing	
Result 13.1	Result 13.2	Designation	Amount

13.1.1 Sensitise (hold meetings) with population on land law, acquisition and management	13.2.1 Sensitise and educate population on procedure to obtain land titles	Total investment	1500000
13.1.2. Demarcate and advertise government new layouts for private development (construction)	13.2.2 Post requirements in public places	Total Running	225,000
13.1.3 Allocate land (with documentation) to interested persons		Unforeseen	150,000
			<b>Total estimated</b> <b>1,875,000</b>

### Sector: Urban Development and Housing

**Sector Vision:** Menji is a clean, tarred, secure and welcoming town

	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumption</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Develop urban infrastructure and sanitation	100% of new housing respects town planning rules by 2015 Access to 80% of neighbourhoods by vehicles A waste management plan is in place and being implemented	Reports from Council and MINDUH	Population willing and able to respect building norms  Availability of funds to maintain urban roads	Number of building permits issued  PIB for Menji Urban road development	Delegation of MINDUH  Report from the Department of Finance and MINEPAT
<b>Specific Objective 14</b>	Planning of Menji Town improved	✓ At least 50 % of building and construction sites in Menji are accessible by vehicle beginning 2015 ✓ Reduction to at least 40% of the proportion of spontaneous housing in Menji	Reports from Council and MINDUH	Population willing and able to respect building norms  Availability of funds to maintain urban roads	Number of building permits issued  PIB for Menji Urban road development	Delegation of MINDUH  Report from the Department of Finance and MINEPAT
Result 14.1:	Master plan for Menji Town	✓ Master plan should be developed and	60% of housing	Funds made available on time	Amount of PIB for Menji Urban	Report from the Department

	developed and implemented	made available by 2013	development in Menji respect norms		Development	of Finance and MINEPAT
Result 14.2:	Technical compliance of building and public structures improved	<ul style="list-style-type: none"> <li>✓ 70% of construction within Menji urban respects official norms beginning 2013</li> <li>✓ At least 50% of houses in Menji have obtained building permits by 2015</li> </ul>	Control reports from MINDH	Population respects master plan	70% of houses build have permits	Reports from Council and MINDAF
Result 14.3:	A sanitation management plan is implemented	✓ 80% of households using quality sanitation facilities and covered by an effective solid waste disposal system by 2013	Control reports from MINDUH, the Council and MINEP	A change of mentality i.e. population adhere to waste disposal plan	80% of households dispose of solid waste are recommended	Field observation
Result 14.4:	Urban road network improved	<ul style="list-style-type: none"> <li>✓ 80% of the roads within Menji are maintained every 2 years beginning 2013</li> <li>✓ 10 kms of roads across Menji (from Nchobeyai to Ndasoah) is tarred including the construction of Teba Teba bridge by end 2015</li> </ul>	Field observation Reports from MINDUH, Council and MINEPAT	<p>The Menji urban road falls among government urban priority projects in 2013</p> <p>Support from Donor</p>	Proportion of MINDUH's and Council material and financial resources available for urban road development	PIB for MINDUH Menji The council budget

Activities				Costing	
Result 14.1	Result 14.2	Result 14.3	Result 14.4	Designation	Amount

14.1.1 Mobilise funds	14.2.1 Sensitise population on building permits and land certificates including disaster prevention	14.3.1 Draw up waste management plan for the town	14.4.1 Survey and draw cost estimates for roads to be maintained or rehabilitated	Total Investment	45,031,950,000
14.1.2. Draw Menji Town master plan	14.2.2 Map out the streets	14.3.2. Purchase and plant garbage cans every 100m	14.4.2 Source for internal and external funding	Total Running	6,754,792,500
	14.2.3 Facilitate issuing of building permit	14.3.3. Sensitise and educate population on waste disposal	14.4.3 Construct the Teba Teba bridge	Unforeseen	4,503,195,000
		14.3.4 Dispose of the waste	14.4.4 Maintain streets and culverts	<b>Total estimate</b>	<b>56,289,937,500</b>
			14.4.5 Tar 10 kms of urban roads		

#### Sector: Transport

##### Sector Vision:

	<i>Intervention logic</i>	<i>Objectively verifiable indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Develop the transport /communication system and build institutional capacity	By 2020 passenger and goods traffic increases by 50%	Reports from transport and taxation offices	Road network is passable all year round	Increase in means of transport and reduction in transport cost by at least 25% at end of 2012	Delegation of transport
<b>Specific Objective 15</b>	Movement of people and goods improved	Passenger traffic into and within the municipality increases by 5% annually	Reports from transport and taxation offices	Road network is passable all year round	Increase in means of transport and reduction in transport cost by at least 25% at end of 2012	Delegation of transport
Result 15.1	Transport and cargo vehicles are readily available	By the end of 2012; ✓ There is a 30% increase the number of transport	Visit to the motor park Delegation of	Major roads within and out of the municipality are well maintained	Increase in number of transport vehicles and a reduction in cost	Delegation of transport

		<ul style="list-style-type: none"> <li>✓ operators</li> <li>✓ Average commuting time reduced</li> <li>✓ Average transport cost reduced</li> <li>✓ Waiting time for a means of transport reduced</li> </ul>	transport	<p>There is a remarkable reduction in harassment by uniform officers</p>		
Result 15.2	Capacity of motorcycle riders built and/or reinforced on highway code	<ul style="list-style-type: none"> <li>✓ There is a drop of 20% each year on the number of commercial motor bike accidents</li> </ul>	Report on training	<p>Motorcycle riders put knowledge acquired into practice</p> <p>Road safety is enforced</p>	<p>Road accidents from commercial motorbikes reduced by 20% by end of 2011</p>	

Activities			Costing	
Result 15.1	Result 15.2	Result 3	Designation	Amount
15.1.1 Maintain roads regularly	15.2.1 Train motor bike riders and other road users on highway code and safety measures	3.1	Total Investment	800,000
15.1.2. Facilitate acquisition of driving licenses	15.2.2 Install road signs along the road	3.2. Inter urban bike riders should have helmets, uniforms, etc to prevent accidents	Total Running	120,000
	15..2.3 Re-organise the motor-transport sector (riders and drivers union)		Unforeseen	80,000
			<b>Total estimated</b>	<b>1,000,000</b>

## Sector: Employment and Vocational Training

**Sector Vision:** The active population earn increased income from decent work

	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicators</i>
<b>Overall Objective</b>	Stimulate job creation in the municipality	1 vocational training centre created by 2012; over 400 new jobs created by 2016.	Site visit; reports of Employment Delegation and visit of employees	Funding for vocational training centre available from donors, council and government	By end 2011 at least 30% of the funds are available	Council records
<b>Specific Objective 16</b>	Increase employment opportunities in the municipality	Annually there is an increase of over 50 permanent new jobs created in the municipality beginning 2012	Employment site visits; records of Employment Delegation	Funds for projects available from PIASSI & other financial institutions	25,000,000frs effectively mobilised each year	PIASSI and other financial institutions reports
Result 16.1	Economic activities are diversified	Off farm occupations account for a minimum 15% of new jobs in the local economy beginning from end 2012	Survey of new jobs	Management trainings and financing are available	At least 1 training organised for 50 potential employees each year and loans provided	Reports of trainings, PIASSI Loan records
Result 16.2	Sustainable income generating projects are created	The number of new profitable income generating activities increases annually by 10%	Survey of income generating activities	Management trainings and financing are provided	At least 1 training on managing income generating activities for 20 persons and loans provided	Reports of trainings; PIASSI Loan records

<b>Activities</b>		<b>Costings</b>	
Result 16.1	Result 16.2	Designation	Amount
16.1.1 Creation of vocational training centre	16.2.1 Provision of loans/subsidies for informal economic operators	Total Investment	6,000,000
		Total Running	10,000,000
		Unforeseen	1,500,000
		<b>Total estimated</b>	<b>12,500,000</b>

**Sector: Small & Medium Sized Enterprises Social Economy and Handicrafts**

**Sector Vision: A booming local economy with a vibrant civil society sector**

	<i>Intervention logic</i>	<i>Objectively verifiable indicators</i>	<i>Sources of verification</i>	<i>Assumption</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Develop the business and informal sector through the social economy and handicrafts	By 2015 the number of small businesses has increased by 50%; the number of functioning social enterprise organisations should grow by 30% by 2015	Small business survey; records of Divisional delegation of agriculture and Small & Medium Sized Enterprises	Financing and training are available for the sector	Government grants to local associations are at least 16,000,000frs annually; at least 3 NGOs are active in the municipality	Reports showing government grants to CIGs & associations: reports of NGOs
<b>Specific Objective 17</b>	Increased number of viable small businesses in the municipality	Beginning 2012 there is an annual increase of 10% in the number of new businesses being set up in the municipality; The business retention rate in the municipality annually is above 95%.	Small business survey: site visits	Financing and training are available for the sector	Government subsidised loans and other financing worth 30,000,000frs available; 1 training organised for 20 small business owners yearly	PIASSI and other programme subsidised loan reports; Training reports
Result 17.1		Annually more than	Small	Financing and	Government	PIASSI and

	Access to investment capital increased	10 small businesses are able to access loans/subsidies above 500,000FCFA to start up or expand on their businesses	business survey: site visits	training are available for the sector	subsidised loans and other financing worth 5,000,,000,000frs available; 1 training organised for 20 small business owners yearly	other programme subsidised loan reports; Training reports
Result 17.2	Handicrafts sector restructured	More than 50 craftsmen/women are earning at least 200,000frs per annum from their trade as from 2013	Survey of craftsmen/women;	Government and council support for the sector is effective	PIB and council budget allocation for the sector beginning 2012 is at least 2000,000frs	PIB log book, Council budget
Result17.3	Social economic activities are sustainable	At least 50% registered cooperatives, CIGs, EIGs and associations are functioning regularly by 2013	Reports of MINPMESA and DDARD	Capacity of actors are reinforced through training and grants	Grants worth at least 20,000,000frs awarded to the sector annually; 2 trainings organised per year	PIB log book; training reports

Activities			Costing	
Result 17.1	Result 17.2	Result 17.3	Designation	Amount
17.1.1 Orgainsation of trainings for small business entrepreneurs	17.2.1 Trainings of craftsmen on business techniques	17.3.1 Training of social economic actors on business management	Total investment	41,000,000

17.1.2. Provision of loans/subsidies for small businesses	17.2.2 Organisation of annual handicraft competition/exhibition	17.3.2. Provision of grants/loans for social economic actors	Total Running	6,150,000
	17.2.3 Creation of handicraft centre		Unforeseen	4,100,000
			<b>Total estimated</b>	<b>51,250,000</b>

### Sector: Women's Empowerment and Promotion of the Family

#### Sector Vision: Women enjoy their fundamental rights and assume their duties

	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicators</i>
<b>Overall Objective:</b>	Reduce social inequality for women	60% of women enjoy their rights and assume their duties	Elections registers; business surveys; MINAS and MINPROF reports	Government respects its commitments under CEDAW; Local authorities and other stakeholders sensitised on gender	100% of CEDAW targets implemented by 2015; 3 sensitisation campaigns organised by mid 2012	Shadow reports from NGOs; Reports of sensitisation drives
<b>Specific Objective 18</b>	Reinforce social cohesion through improved gender equity and equality	Number of women actively participating in political and economic activities increases by 40% by end of 2015	Records of decision making structures Survey reports	Political parties are committed to quotas for women Collaboration of traditional authorities and fondom development associations is assured	Election lists show a minimum 30% of candidates are women; 50 % of development associations and traditional councils show a quota of at least 30% women in	Lists and elections results; Minutes and reports of associations & traditional councils

					the executive	
Result 18.1	Participation of women in decision making increased	By end of 2012 at least 30% of positions in local decision making structures (Menji Council, traditional councils, associations etc.) are held by women	Records of decision making structures Survey reports	Political parties are committed to quotas for women Collaboration of traditional authorities and fondom development associations is assured	Election lists show a minimum 30% of candidates are women; 30 % of development associations and traditional councils show a quota of at least 30% women in the executive	Lists and elections results; Minutes and reports of associations & traditional councils
Result 18.2	Women's economic status improved	Number of women owned and managed income generating activities increases annually by 10%; 10% more women inherit and own property including land by 2013	Survey; home visits, interviews	Government grants and donor funds are available for women's income generating activities; Loans are available; Collaboration of traditional authorities	Funds worth 25,000,000frs are available from government donors and micro finance institutions annually from 2012	Records from MINPROF
Result 18.3	Social status of women enhanced	Reduction by 10% annually the number of cases of violence against women number widows who report poor treatment reduces by 75% by end of 2015;	MINPROF, MINAS & Security service reports	Collaboration of traditional authorities and other stakeholders is assured; MINPROF mass marriage campaigns	50% of traditional authorities are sensitised; At least 3 mass marriage campaigns annually involving 100	Sensitisation reports, MINPROF reports

		Number of women who have valid marriage certificate increase by 20% annually. Literacy rate increase by 5% annually;		continue; donor funds are available	couples	
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<b>Activities</b>			<b>Costing</b>	
Result 18.1	Result 18.2	Result 18.3	Designation	Amount
18.1.1 Sensitisation of the population on women and family rights	18.2.1 Equipping of Women's Empowerment Centre	18.3.1 Sensitisation of population on civil status legislation	Total investment	26,300,000
18.1.2. Organisation of trainings for women's groups on rights and political participation	18.2.2 Provision of grants/loans for women's income generating activities	18.3.2. Provision of support for low income widows	Total Running	3,945,000
	18.2.3 Employment of 2 auxiliary staff for Women Empowerment Centre	18.3.3. Organisation of mass marriages	Unforeseen	2,630,000
			<b>Total estimated</b>	<b>32,875,000</b>

## Sector: Social Affairs

### Sector Vision: An inclusive society with strong bonds of solidarity

	<i>Intervention logic</i>	<i>Objectively verifiable indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicators</i>
<b>Overall Objective</b>	Empower the vulnerable in society to live fulfilling lives	At least 60% of the needy benefit from social protection	Surveys, house visits, MINAS reports, Reports from associations of vulnerable persons	Government and council funding is available; Enforcement of social legislation	PIB allocations for social assistance are at least 2000,000frs annually; Menji Council budgets a minimum 5%	PIB log book, Council budget

					of previous administrative accounts for social assistance	
Specific Objective 19	Marginalisation of people living with disabilities and the vulnerable is reduced	50% of poor disabled, elderly, orphans and indigent persons are supported each year beginning 2012	Survey reports	Social services are active and committed	Social enquiry reports exist for 100% of needy persons in the municipality	MINAS Reports
Result 19.1	Care for the disabled and vulnerable is improved	A minimum 50 vulnerable persons are supported each year from 2012; At least 5% of administrative accounts of previous year budget is allocated and effectively used to care for the disabled and vulnerable from 2012	MINAS and council reports; Surveys and home visits	Social services are active and committed	Social enquiry reports exist for 100% of needy persons in the municipality	MINAS Reports

Activities			Costing	
Result 1			Designation	Amount
19.1.1 Provision of apparatus to 8 disabled persons			Total Investment	9,500,000
19.1.2. Provision of relief assistance to 50 vulnerable persons annually			Total Running	1,424,000
			Unforeseen	950,000
			<b>Total estimated</b>	<b>11,875,000</b>

## Sector: Post and Telecommunications

**Sector Vision:** Affordable telecommunications services throughout the municipality

	<i>Intervention logic</i>	<i>Objectively verifiable indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicators</i>
<b>Overall Objective</b>	Develop telecommunication/ICT infrastructures and facilities	90% coverage by telephone and Internet services by 2020	Visits to villages Survey reports Visits to schools Reports from mobile telephone companies	Rural electrification programme extends to the 03 Fondoms within the municipality  PTAs and donors provide donations  Private investors are ready to invest in the sector	70% of villages effectively covered	Village visits
<b>Specific Objective 20</b>	Improve and facilitate access to telecommunication & ICT services	✓ Internet services are regular and available in 08 schools and 03 communities by 2013  ✓ Digital Mobile telephone networks covers 50% of the municipality by 2013	Visits to villages Survey reports Visits to schools Reports from mobile telephone companies	Rural electrification programme extends to the 03 Fondoms within the municipality  PTAs and donors provide donations  Private investors are ready to invest in the sector	70% of villages effectively covered	Village visits
<b>Specific objective 20</b>	Access to postal services improved for men and women	✓ Letters and parcels are transmitted and received within 48 hours by 2013	The post office	Cameroon postal service is restructured to regain public confidence	Number of CAMPOST customers increases by 20% annually	CAMPOST records; surveys

Results 20.1	Increased access to ICTs for men, women and youths	By 2015; ✓ Internet services are extended and regular in 08 schools and 04 communities ✓ Number of persons trained per sex (men and women)	Visit to schools and communities Reports from service providers	Increase in training budget allocated for ICT	10% annual increase in training budget for ICTs	School and MINPOSTE L records
Result 20.2	Postal service is well equipped to accomplish their public service mission	✓ Letters and parcels are transmitted and received within 48 hours by 2013	The post office Users interview	Cameroon postal service is restructured to regain public confidence	Number of CAMPOST customers increases by 20% annually	CAMPOST records; surveys

Activities		Costing	
Result 21. 1	Result 21.2	Designation	Amount
20.1.1 Equip the Menji Telecentre with 05 more computers/accessories and purchase a standby generator	20.2.1 Rehabilitate the Menji Post Office	Total Investment	38,500,000
21.1.2. Construct & equip 01 Telecentre at Essoh Attah	20.2.2 Follow-up transfer of staff to post office	Total Running	5,775,000
20.1.3 Connect schools to and communities Internet	20.2.3 Purchase a mail van for the post office	Unforeseen	3,850,000
20.1.4 Train students and community members on ICT		<b>Total estimated</b>	<b>48,125,000</b>
20.1.4 Follow-up extension of digital telephone network and improve on coverage			

#### **Sector: Communication**

**Sector Vision:** An informed and engaged population

	<i>Intervention logic</i>	<i>Objectively verifiable indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicators</i>
<b>Overall Objective</b>	Increase access of the population to information	By 2015 80% of the population express satisfaction with the level of exposure they have to public and international information	Visits to villages Survey reports	CRTV increases network coverage  Capacity of Lebialem community Radio to relay Yaounde assured	Antenna and transmitters installed in the municipality	Field visit Report from Delegation of Communication
<b>Specific Objective 21</b>	Increase access to communication facilities	✓ Radio and TV signals covers 80% of the municipality by 2012	Visits to villages Survey reports	CRTV increases network coverage  Capacity of Lebialem community Radio to relay Yaounde assured	Antenna and transmitters installed in the municipality	Field visit Report from Delegation of Communication
Result :21.1	A viable and extensive communication network /information system is established	✓ CRTV and other radio signals are received in 80% of the villages	Survey reports	Private investors are ready to invest in he sector		
Result 21.2	Capacity of Lebialem Community Radio (LCR) is reinforced	✓ The radio runs effectively all year round; ✓ 80% of the public are satisfied with the performance of the radio	LCR reports  Public interactive programmes over the radio	Capacity of Lebialem community Radio to run its programmes is assured	Radio runs at least 20 hours a day beginning 2012	LCR reports  Public interactive programmes over the radio

<b>Activities</b>		<b>Costing</b>		
Result21. 1	Result 21.2	Result 21.3	Designation	Amount
21.1.1 Rehabilitate the TV antenna at Letsataw	21.2.1 Provide logistical and financial Support Lebialem Community Radio		Total Investment	42,100,000

21.1.2. Follow-up installation of CRTV transmitters in Menji	21. 2.2 Employ or deploy about 3 temporal workers to assist FM 99.9 Radio		Total Running	6,315,000
			Unforeseen	4,210,000
			<b>Total estimated</b>	<b>52,625,000</b>

**Sector: Culture**

**Sector Vision: A people proud and protective of their heritage**

	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumption</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Ensure that the cultural heritage of the indigenous people is protected	100% of indigenous children speak the Nweh language; 75% of cultural artefacts are protected by 2015	Surveys; Visits of museums	Council and development associations carry out sensitisation campaigns	At least 1 campaign organised annually beginning 2012	Report of sensitisation
<b>Specific Objective 22</b>	Promote and protect cultural heritage	At least 2 palace museums are functional by end of 2013; The Nweh language is documented in a dictionary by 2015; cultural festivals are organised at least 3 times by 2015	Visits; pictures; copy of dictionary; reports of festivals	Collaboration of traditional authorities and fondon development associations	The sum of 5000,000frs raised annually to support culture	Reports of the development associations
Result 22.1	Positive cultural values revived	Cultural festivals are organised at least once every two years in each fondon; 2 palace museums created and equipped by 2013	Pictures; development association reports	Collaboration of traditional authorities and fondon development associations is assured	The sum of 5000,000frs raised annually to support culture	Reports of the development associations
Result 22.2	Proficiency in Nweh language is preserved	By end of 2015 a standard written	Copies of books	Collaboration of traditional authorities	The sum of 5000,000frs	Reports of the

		Nweh alphabet and grammar are adopted Write and publish 3 books in Nweh by 2020		and fondon development associations is assured	raised annually to support culture	development associations
Result 22.3	Respect for traditional authorities is restored	Number of new titles conferred per fondon/village reduced by 90% beginning 2011	Interviews of the population	Traditional rulers are willing to restrain themselves	Less than 20 new title holders installed each year in the whole municipality	Surveys, interviews

Result 22.1	Result 22.2	Result 22. 3	Designation	Amount
22.1.1 Organisation of cultural festivals	22.2.1 Documentation of Nweh Language	22.3.1 Training of traditional authorities on good local governance	Total Investment	112,000,000
22.1.2. Construction/ renovation of palaces and existing museums	22. 2.2 Writing and publishing of books in Nweh	.	Total Running	16,800,000
			Unforeseen	11,200,000
			<b>Total estimated</b>	<b>140,000,000</b>

#### Sector: Youth Affairs

#### Sector Vision: An enterprising youth population

	Intervention logic	Objectively verifiable indicators	Sources of verification	Assumptions	Indicators of Assumptions	Sources of indicators
<b>Overall Objective</b>	Empower youths to participate in socio-economic and political activities	Beginning 2011 over 500 youths are active in the youth council; at least 20 youth start small businesses each	Records of the Youth Council; business surveys	National Youth Council functioning in the municipality; Government and donors	Minutes of council meeting show that at least 4 meetings held; PIASSI and	Minutes of Youth Council; Reports of disbursements; interviews of youths

		year starting in 2012		funds available; increased access to credit	PAJEU reports show disbursement of at least 10 funded projects	
<b>Specific Objective 23</b>	Rate of exodus of youth from municipality reduced	<ul style="list-style-type: none"> <li>Number of youths settling in the municipality and involved in gainful activities increases by 5 % annually from 2011</li> </ul>	Records from Youth Affairs, Council records, surveys	Government and donors funds available; increased access to credit	Over 15000,000frs available for youth projects annually beginning 2012	Reports; Disbursement records
<b>Result 23.1</b>	Opportunities for youth employment are increased	At least 10 new income generating activities are created by youth each year from 2011; No of small businesses employing more than one staff increase by a minimum 50 per year from 2013	Records from Youth Affairs, Council records	Government and donors funds available; increased access to credit	Over 15000,000frs available for youth projects annually beginning 2012	Reports; Disbursement records
<b>Result 23.2</b>	Youth participation in decision making is enhanced	At least 5 out of the 31 Menji councillors are male/female youths and each traditional council has at least two youths, one male and one female by end of 2012	Election results; visits of traditional councils	Youths are actively involved in the sub divisional youth council	500 youth active in youth council activities  Enrolment of the youths in schools increased to 100% by2015	Reports of meetings; school records
<b>Result 23.3</b>	Level of literacy increased	Rate of functional literacy among	MINJEUN	Support from NGOs and	Minimum 2000,000frs	Centre visits; MINJEUN and

		adults reaches 80% by end of 2015	records; visit of adult literacy centres	council is assured	mobilised for adult literacy centres annually	NGO reports
<b>23.4</b>	Youth groups and associations reactivated	Number of active youth associations increase by 20% by end of 2013	MINJEUN reports, visit of youth groups	Collaboration of MINJEUN	1 MINJEUN staff animates at least 10 youth meetings a year	Minutes of meetings

<b>Activities</b>			<b>Costing</b>	
Result 23.1	Result 23.2	Result 23.3	Designation	Amount
23.1.1 Reactivtion of youth multipurpose centres (2) in Menji Equip the centres with light, water, internet, photocopier, etc by 2015	23.2.1 Sensitisation of population on youth participation	23.3.1 Supporting of 3 adult literacy centres at Mbeoh & Essoh Attah and Nchehmbin	Total Investment	27,000,000
23.1.2. Organisation of trainings on managing income generating activities for youths	23.2.2 Training of youths on civic education and engagement		Total Running	4,050,000
23.1.3 Granting of loans/subsidies for youth groups projects			Unforeseen	2,700,000
			<b>Total estimated</b>	<b>33,750,000</b>

### Sector: Sports and Physical Education

#### Sector Vision: A physically strong and competitive population

	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicators</i>
<b>Overall Objective</b>	Increase the population's participation in sports and physical education	Annually there is an increase of 10% of the population who are involved in sports and physical activities	Reports of MINJEUN; Observation	Sports facilities are constructed and instructors are available	At least 2 playgrounds/facilities rehabilitated or constructed each year	Site visits, MINJEUN reports

<b>Specific Objective 24</b>	Performance in sports and physical education is improved	Number of persons regularly participating in sports and physical education increases annually by 10% beginning 2011	Reports of MINJEUN; Observation	Sports facilities are constructed and instructors are available	At least 2 playgrounds/facilities rehabilitated or constructed each year	Site visits, MINJEUN reports
<b>Result 24.1</b>	Sports infrastructure is available and functional	100% schools have access to playgrounds which are regularly maintained; All season infrastructure and equipment for 5 sports: football, basketball, handball, table tennis and athletics are available in Menji by 2020	Visit of infrastructure	Suitable land is made available by traditional and administrative authorities	5 Youth Day centres have land for construction of playgrounds, Council sets up a committee charged with organising sports competitions from 2012	Site visits, committee reports
<b>Result 24.2</b>	Number of sports competitions in the municipality increased	Annual competitions in athletics and team sports are organised with more than 1000 youths and adults participating beginning 2012	Observation; reports of MINJEUN	Sponsorship for competitions is available from council, the elite, development associations and others	5 sponsorships for different competitions are offered each year	Observation; reports

<b>Activities</b>			<b>Costing</b>	
Result 24.1		Result 24.2	Designation	Amount
24.1.1 Construction of a multipurpose sports complex in Menji		24.2.1 Organisation of annual sports competitions	Total Investment	95,500,000

24.1.2. Renovation of playground in Menji by extending the grand stand, planting of grass in the field			Total Running	14,325,000
24.1.3 Construction//rehabilitation of Youth Day centre playgrounds			Unforeseen	9,550,000
			<b>Total estimated</b>	<b>119,375,000</b>

**Sector: Territorial Administration, Decentralisation and the Maintenance of Law & Order**

**Sector Vision:** A secure and democratic municipality

	<i>Intervention logic</i>	<i>Objectively verifiable indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicators</i>
<b>Overall Objective</b>	Promote a development oriented local administration	Community participation in development activities increases by 20% by 2012; delays in approval of council budgets and orders reduced by 80%; reduction in the number of inter community conflicts by over 50% by 2013	Council and administration reports	Local administration, chiefs and council authorities are favourably disposed; the rule of Law is respected by all	Increase in the number of dialogue meetings between the administration and other local authorities increases by 20% from 2011; reduction of cases of abuse of human rights reduced by 80% from 2011	Reports of meetings; opinion surveys of the population
Specific Objective 24	Citizen-friendly local administration is in place	At least 60% of the public are satisfied with the performance of the local administration and traditional authorities beginning 2011	Survey reports Council reports	Collaboration of traditional authorities and fondom development associations	Increase in the number of dialogue meetings between the administration and other local authorities	Reports of meetings; opinion surveys of the population

					increases by 20% from 2011; reduction of cases of abuse of human rights reduced by 80% from 2011	
Result 24.1	Community participation in development initiatives increased	In various villages and communities in kind and cash participation in community projects improves by 20% from 2011 onwards	Site visits; reports of local development committees and associations	Positive involvement of all stakeholders and proper management of local contributions	Cases of embezzlement of community funds reduce by 90%	Opinion surveys; reports of development associations
Result 24.2	Participation in political processes enhanced	30% increase in number of registered voters in elections in 2011 upwards	Election registers	Free and fair registration and election processes	Complaints of fraud and other malpractices reduce by 70% from 2011	Opinion surveys; reports by independent observers
Result 24.3	Crime rate is reduced	Number of crimes per annum drops by 50% from 2012	Police and gendarme reports; surveys	Local employment rate improves; more security staff available	Local employment rate increases by 10% annually ; 20 more policemen and gendarmes deployed to the area;	Surveys; MINPMESSA and security services reports

Activities			Costing	
Result 24.1	Result 24.2	Result 24.3	Designation	Amount
24.1.1 Training of village development associations on participation and resource mobilisation	24.2..1 Organisation of civic education campaigns	24.3.1 Creation of Gendarmerie post at Essoh-Attah	Total Investment	40,600,000
	24.2.2 Construction of retaining wall at SDO' residence	24.3.2. Sensitisation of population on community security	Total Running	6,090,000
		24.3.3. Construction of police stations by 2012	Unforeseen	4,060,000
			<b>Total estimated</b>	<b>59,750,000</b>

### Sector: Scientific Research and Innovation

**Sector Vision:** A mastery of scientific potential and recognition for indigenous knowledge

	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumption</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Ensure food security, sustainability of performance and promotion of indigenous knowledge	✓ 85% of improved materials used for agriculture is produced in the municipality by 2018 ✓ At least 80% inventory of medicinal plants, other unexploited potentials and indigenous knowledge are known by 2020	Report from MINADER Menji, Council and IRAD Ekona, NGO reports	Adequate financial and logistical support to action is ensured	At least 80% realisation of activity	Report from MINADER Menji and IRAD Ekona, NGO reports
<b>Specific</b>	Enhance local	✓ 80% of improved	Report from	Adequate financial	At least 80%	Report from

<b>Objective 26</b>	material production, combat pest and diseases and strengthening the information system	<ul style="list-style-type: none"> <li>✓ materials used for agriculture is produced in the municipality by 2015</li> <li>✓ At least 70% inventory of medicinal plants, other unexploited potentials and indigenous knowledge are known by 2015</li> </ul>	MINADER Menji, Council and IRAD Ekona, NGO reports	and logistical support to action is ensured	realisation of activity	MINADER Menji and IRAD Ekona, NGO reports
<b>Results 26.1</b>	The production capacity of agricultural inputs (planting materials e.g. maize, cassava, soybean etc) has improved	<ul style="list-style-type: none"> <li>✓ 80% by volume of improved planting materials is produced locally</li> </ul>	Report from MINADER Menji and Council	Support to agricultural input production is guaranteed by the council budget	80% realisation of activity	Report from MINADER Menji and the Council
<b>Results 26.2</b>	Knowledge of destructive insects and of diseases of domestic and economically important annual and perennial crops has increased	<ul style="list-style-type: none"> <li>✓ At least 02 integrated methods are developed to combat pest and diseases by 2015</li> <li>✓ A 70% increased in production (quality and quantity) by 2015</li> </ul>	Reports of village Phytosanitary brigades Reports from statistics department MINADER	Support to pest and disease prevention is guaranteed by the council budget	Annual treatment calendar is respected	Report from MINADER Menji and the Council
<b>Results 26.3</b>	Local materials for construction are better known and developed in the area	<ul style="list-style-type: none"> <li>✓ Existence of successful initiatives with a significant compressed earth</li> </ul>	Field observation Reports from MINPMESA	Technological packages on compressed brick production is developed,	% of new construction compressed earth bricks	Field observation Reports from MINPMESA

		<ul style="list-style-type: none"> <li>✓ brick production potential</li> <li>✓ At least 30% of new construction in the municipality is carried out with compressed earth bricks</li> </ul>		supported and implemented		
<b>Results 26.4</b>	The rural sector information system has increased in density, reliability and efficiency	<ul style="list-style-type: none"> <li>✓ Markets Information Systems (MIS) operational</li> <li>✓ An updated databases available</li> </ul>	Reports from MINADER and Council	Council workers are trained on MIS and activity supported	A weekly publication of MIS results	Reports from MINADER and Council and other competent services

Activities				Costing	
Result 26.1	Results 26.2	Results 26.3	Results 26.4	Designation	Amount
26.1.1 Creation of 3 multiplication plots for improved cassava cuttings and 01 for maize	26.2.1 Carrying out of an inventory of all economically important pests and diseases	26.3.1 Purchase of machines	26.4.1 Training of enumerators on MIS	Total Investment	12,300,000
26.1.2 Distribution of materials to applicants	26.1.2 Organisation of workshops on indigenous and integrated pest management methods	26.3..2 Development of technological packages on compressed brick production	26.4.2 Purchase of field equipment for MIS	Total Running	1,845,000
26.1.3 Carrying out an inventory of medicinal plants, other unexploited potentials and indigenous knowledge	26.1.3 Documentation and distribution of results on different methods	26.3.3 Building of capacity of men and women on brick making		Unforeseen	1,230,000

	26.1.4 • Construction of a metrological station in Menji					
					<b>Total estimated</b>	<b>15,375,000</b>

## Sector: Commerce

### Sector Vision: A booming trade sector

	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicators</i>
<b>Overall Objective</b>	Stimulate growth in the trade sector	By 2015 there is an increase of 25% in the volume of trade activities n the municipality	Reports of the Delegation of Commerce; surveys	Enabling climate for business ensured	Number of complaints against Commerce service reduces by 50%	Survey of traders
<b>Specific Objective 27</b>	Volume of trade in the municipality increased	An annual increase of 5% in the volume of economic exchange activities in the local economy	Reports of the Delegation of Commerce; surveys	Enabling climate for business ensured	Number of complaints against Commerce service reduces by 50%	Survey of traders
Result 27.1	Market facilities are improved	Menji market is constructed by 2015 with a capacity of 50 lock up stalls 5 other weekly markets are constructed with open sheds and public toilet facilities..	Site visits; council reports	Council obtains funding for the projects	50% of funds needed are obtained by 2012	Council records
Result 27.2	Capacity of traders is improved	• The number of stores that stay in business and expand increases	Surveys; observation	Enabling climate for business	Number of complaints against the	Survey of traders

		annually by 5%; associations of market women and traders are functional		ensured	Commerce service and the council reduces by 50%	
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<b>Activities</b>		<b>Costing</b>		
Result 27.1	Result 27.2	Designation	Amount	
27.1.1 Rehabilitation of Menji market (re-design & construction of stalls)	27.2.1 Creation of and Support associations traders and market women	Total Investment	175,900,000	
1.2. Construction of sheds in 5 village markets Quibeku, Khoti Mbindinga, Essoh Attah, Nsoko, Azi	2.2 Lobbying for branch of commercial bank in Menji	Total Running	26,385,000	
		Unforeseen	17,590,000	
		<b>Total estimated</b>	<b>219,875,000</b>	

## Sector: Mines and Technology Development

**Sector Vision:** Affordable production materials due to the use of appropriate local technology

	<i>Intervention logic</i>	<i>Objectively verifiable indicator</i>	<i>Sources of verification</i>	<i>Assumption</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicator</i>
<b>Overall Objective</b>	Intensify Research in mining, processing and valorisation of local raw materials	✓ 20% increase in use of local technologies in the council area	Field visits Data at MINIMIDT	Government interest in sector in Lebialem	Prospection carried out in Lebialem as a whole	Field visits Data at MINIMIDT
<b>Specific Objective 28</b>	Improve local capacity for technological development	✓ 3 local technologies improved in the council area	Field visits Data at MINIMIDT	Government interest in sector in Lebialem	Prospection carried out in Lebialem as a whole	Field visits Data at MINIMIDT
Result 28.1	Knowledge on the	✓ Number of new deposits	Data at	Funds for	Data on mining	Report from

	mining potential within the municipality improved	✓ discovered Data on mineral resource potential is available	MINIMIDT	prospection available	potential	MINIMIDT
Result 28.2	Technical skills are developed	✓ About 5 students sponsored to receive training on mining sponsored by council by 2015	Council budget and report	Council generate adequate funds	Number of students sponsored	Council budget and report

<b>Activities</b>		<b>Costing</b>	
28.1.1 Development of mining indices	28.2.1 Provision of scholarships of 100.000frs to 5 students annually from 2012	Total Investment	86,000,000
28.1.2. Carrying out of field prospection/inventory on deposits	28.2.2 Construction of a technology training and exhibition centre	Total Running	12,900,000
		Unforeseen	8,600,000
		<b>Total estimated</b>	<b>107,500,000</b>

#### Sector: Higher Education

#### Sector Vision: A qualified and professionally diversified manpower

	<i>Intervention logic</i>	<i>Objectively verifiable indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of indicators</i>
<b>Overall Objective</b>	Increase number of employed higher education graduates from municipality	Over 50% of higher education graduates from the area find decent employment beginning 2015	Surveys	Professionalisation of higher education by the Government is intensified	70% of higher education institutions have made their programmes more professional by 2015	Reports of Ministry of Higher Education
<b>Specific Objective 29</b>	Number of graduates from higher institutions who are gainfully employed increased	• Number of high school graduates who graduate from	Surveys	Professionalisation of higher education by the Government	70% of higher education institutions have made their	Reports of Ministry of Higher Education

		university or professional schools increases by 10 % annually		is intensified	programmes more professional by 2015	
Result 29.1	Enrolment in professional schools and programmes increased	<ul style="list-style-type: none"> <li>At least 100 high school graduates enrolled in professional schools each year</li> </ul>	Surveys	Scholarship and other incentive schemes are created by the council and development associations	10,000,000frs raised by development associations and council annually to support scholarships	Council and development association records; interviews of beneficiaries
Result 29.2	Unemployment among higher education graduates reduced	<ul style="list-style-type: none"> <li>100 graduates, at least 60% of whom should be female find jobs each year from 2013 through post graduate professional training</li> </ul>	Surveys	Scholarship and other incentive schemes are created by the council and development associations	10,000,000frs raised by development associations and council annually to support scholarships	Council and development association records; interviews of beneficiaries

Activities		Costing	
Result 29.1	Result 29.2	Designation	Amount
29.1.1 Provision of scholarships for 100 professional education at 50,000 frs	29.2.1 Provision of scholarships for 100 higher education graduates to do professional training at 50,000frs	Total Investment	10,000,000
		Total Running	1,500,000
		Unforeseen	1,000,000
		<b>Total estimated</b>	<b>12,500,000</b>

## Sector: Labour and Social Security

**Sector Vision:** All workers enjoying their rights and benefits

	<b>Intervention logic</b>	<b>Objectively verifiable indicators</b>	<b>Sources of verification</b>	<b>Assumptions</b>	<b>Indicators of Assumptions</b>	<b>Sources of indicators</b>
<b>Overall Objective</b>	Extend social security to the informal sector and rural workers	By 2020 social security cover is extended to 50% of rural workers	Reports of the Labour service and social insurance providers	Government effectively adopts legislation to extend social insurance cover to the population	Legislation adopted by 2013	Copies of legislation
<b>Specific Objective 30</b>	Occupational safety and job security for workers is ensured	<ul style="list-style-type: none"> <li>• 10% of hired workers in the rural and informal sector have contracts by 2015</li> <li>• 10% of the working population, whether employed or self employed who are covered by social insurance scheme by 2018.</li> </ul>	Surveys; reports of Labour service	Government effectively adopts legislation to extend social insurance cover to the population	Legislation adopted by 2013	Copies of legislation
Result 30.1	Provisions of the Labour Code are respected	<ul style="list-style-type: none"> <li>• 50% of hired workers have regular contracts by end of 2020</li> </ul>	Surveys; reports of Labour service	Enforcement of labour regulations	At least 3 sensitisation meetings held with employers each year from 2012	Reports of sensitisation meetings
Result 30.2	Social security is	<ul style="list-style-type: none"> <li>• By 2018 social</li> </ul>	Surveys;	Government	Legislation	Copies of

	extended to informal and farm workers	insurance cover is obtained for 100 previously uninsured workers of the informal and agriculture sectors	reports of Labour service	effectively adopts legislation to extend social insurance cover to the population	adopted by 2013	legislation
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<b>Activities</b>		<b>Costing</b>	
Result 30.1	Result 30.2	Designation	Amount
30.1.1 Sensitisation of employers and rural workers	30.2.1 Provision of grants to promote community social insurance for workers of the informal sector	Total Investment	5,500,000
		Total Running	825,000
		Unforeseen	550,000
		<b>Total estimated</b>	<b>6,875,000</b>

### Institutional Development of Menji Council

**Institutional Vision:** Become a responsive institution open to its citizens and delivering quality services to its population

	<i>Intervention logic</i>	<i>Objectively Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Assumptions</i>	<i>Indicators of Assumptions</i>	<i>Sources of Indicators</i>
<b>Overall Objective</b>	Build Menji Council capacity to effectively play its role in leading local development	The council realises at least 85% of its annual plans by end 2015; At least 80% of the public are satisfied with the performance of the council beginning 2015	Council reports; Survey reports	Political stability in the country	No upheaval in the area	Security reports

Specific Objective MC1	Reinforce the functional capacity of Menji Council	The council realises at least 75% of its annual Plans by end 2012; At least 60% of the public are satisfied with the performance of the council beginning 2011	Council reports; Survey reports	Political stability in the country	No upheaval in the area	Security reports
Result MC1.1	Council resources are increased	Council can mobilise resources to cover 85% of annual budget by 2012	Council administrative accounts	FEICOM and donor funds increase	20 % increase in external funds	Council reports
Result MC1.2	Governance and management of council services is improved	75% of action plans are achieved; 60% of service providers and users are satisfied with council service delivery; 80% of staff are satisfied with council executive and their supervisors	Annual reports of council; opinion surveys of staff	Stability in the council environment coming from supervisory administrative support	Level of positive collaboration between council executive and administrative authority	Reports
Result MC 1.3	Elected councillors are active and committed	At least 28 of the councillors regularly attend council and committee meetings; 60% of the public are satisfied with the performance of their councillors	Council minutes; public surveys	Stability in the council environment coming from supervisory administrative support	Level of positive collaboration between council executive and administrative authority	Reports
Result MC 1.4	Proper management of council records ensured	All official council records are properly and securely stored; Delays in retrieving/obtaining	Observation; user surveys	Public is aware of the role of the council; legislation on public	Percentage of population that is aware of the council roles Number of	Public opinion survey;

		information from the council reduced by 50% by end 2012.		documents and archives is enforced	supervisory missions and reports	
Result MC 1.5	Adequate infrastructure and equipment provided	All council services are properly housed and equipped	Observation; site visits	External funding is available	Percentage increase in external funding received	Council financial reports

<b>Activities</b>					<b>Costing</b>	
Result MC 1.1	Result MC 1.2	Result MC 1.3	Result MC 1.4	Result MC 1.5	Designation	Amount
MC 1.1.1 Organisation of workshop on resource mobilisation and proposal writing for council staff and local civil society organisations	MC 1.2.1 Organisation of workshop on participatory management for executive, key staff and committee executives	MC 1.3.1 Training of councilors on effective complimentary leadership skills;	MC 1.4.1. Acquisition of/updating of computers and accessories and network them	MC 1.5.1. Renovation of council building that is currently hosting the SDO's office	Total Investment	5,300,000
MC 1.1.2. Organisation of workshop on local economic development for council executive and staff	MC 1.2.2 Provision of 6 months coaching support on running productive meetings, communication, review of organisational chart and job descriptions, setting up and implementing an M&E system	MC 1.3.2. Organisation of workshop for councillors and government service heads on the role of the council in the context of decentralisation	MC 1.4.2. Acquisition of data base management software	MC 1.5.2. Purchase of two motor bikes	Total Running	795,000

MC 1.1.3 Carrying out of staff audit and re-deployment of staff as per organisational chart	MC 1.2.3 Organisation of one public hearing per year	MC 1.3.3. Organisation of workshop on gender in local governance and coaching support for putting in place gender and HIV/AIDS work place policies.	MC 1.4.3. Training of staff on use of software and other basic office management tools	MC 1.5.3. Purchase of a tipper	Unforeseen	530,000
MC 1.1.4. Recruitment of 2 qualified staff as development and accounting officers respectively	MC 1.2.4 Creation of a council web site		MC 1.4.4. Acquisition of safe and convenient storage equipment and train staff on its use		<b>Total estimated Investment</b>	<b>113,015,455</b> <b>11,301,546</b>
MC 1.1.5 Rehabilitation of council oil palm farm at Njoagwi	MC 1.2.5 Running of a bi monthly programme on the council on Lebalem Community Radio				Running Cost	16,952,318
	MC 1.2.6 Publication of an annual newsletter				Unforeseen 10%	11,301,546
					Sector Sub Total	141,296,319

### **5.3 Estimated Cost of Plan**

The total estimated cost of the plan is 61,152,915,819CFA (Sisty one billion, one hundred and fifty two million, nine hundred and fifteen thousand, eight hundred and nineteen francs.

### **5.4 Land Use Plan**

#### **5.4.1 Introduction**

Lebialem division was created in 1992 and divided into 2 sub-divisions. Fontem, Alou and Wabane sub-divisions. Fontem subdivisions has as headquarters Menji which is the same time the headquarters of the division – giving it the status of an urban area. As compared to other headquarters of divisions created the same year in the region, the Menji town area has in the past, experienced rapid development in terms of housing infrastructure despite the nature of its terrain. This, in part, can be attributed to increase in population, increase in demand for agricultural land and construction sites have led to indiscriminate construction, land scarcity more especially as the first class traditional rulers virtually own all the land. Land is scarce and the few accessible ones are rife with day-to-day conflicts as confirmed by the numerous land cases.

In terms of landforms, the municipality is very varied with three distinct topographical regions and marks the end of the Manyu plain. The land is undulating and characterised by elevated, prominent mountainous terrain, with altitude ranging from between 600m to 1700m. From the lowland zone of Nsoko, Atongeh the land begins to rise sharply towards the Menji Town (approx 900 m altitudes) and continues to rise to about 1650m at Mbindia. Hill slopes are steep to very steep, narrow boulder strewn crests and deeply incised valleys making the land form very vulnerable to landslides



Landslide in Essoh-Attah - 29<sup>th</sup> of July to the 3<sup>rd</sup> of August 2010 .The ecologically fragile nature of the landscape is prone to landslides causing serious damage to farmland (*photo: Richard Molua*)

The difference in altitude gives rise to differences in temperatures, vegetation and soil types. In the south is lowland, a region of dense equatorial rain forests. Midway, the vegetation is characterised by the Central or West African highland evergreen tropical forest that merges smoothly with the savannah vegetation of Mbindia.

The soils are comparatively poor necessitating high input agriculture. The majority of the forests are void of many tree species of economic value. It can best be described as a degraded secondary forest – very suitable for conservation purposes

To ensure that the public or private lands are sustainably managed so as to protect the environment and natural resources and improve on the quality of life there is a need to develop and recommend land use options for Menji council area that has to form an integral part of its development plan.



The hilly and undulating and forest landscapes of the Fontem municipality (*photo: Richard Molua*)

#### **5.4.2 Objective**

The objective of the present land use option is to foster a form of land use in the Menji municipality which is sustainable, socially and environmentally compatible, socially desirable and economically sound and where appropriate, the encouragement of communally and collectively-owned and managed land while paying particular attention to the needs of women and indigenous people for economic and cultural reasons.

#### **5.4.3 Land-Use Planning Options**

For easy understanding and proper management, the land has been divided into land unit and zones based on similar topographical characteristics, soil characteristics and vegetation cover and use-oriented. the result of the exercise is as presented in the table below

Table 7 :Land-use option for Menji Municipality

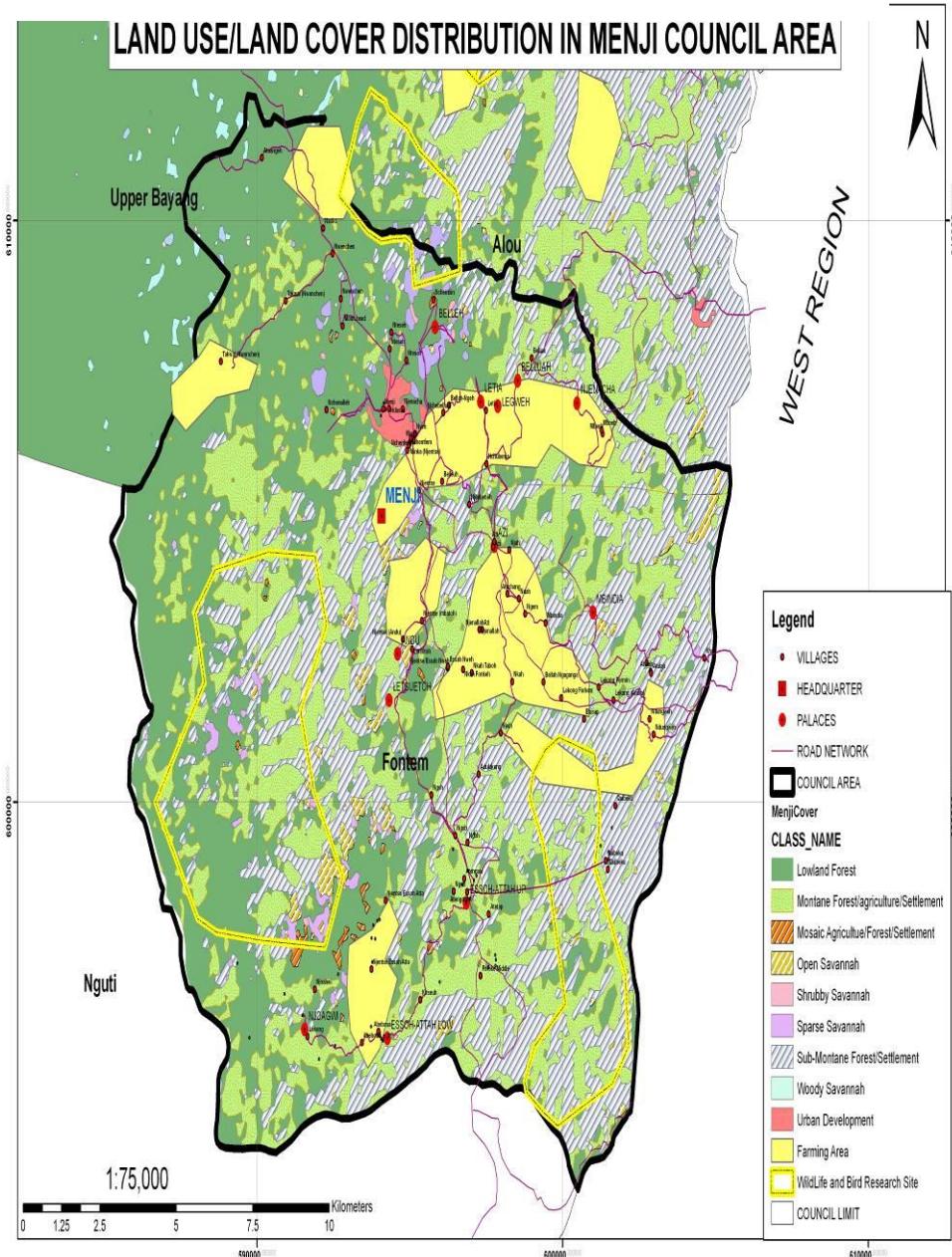
<b>Zone (unit)</b>	<b>Area</b>	<b>Description (topography, soil, vegetation)</b>	<b>Social factors</b>	<b>Present land use</b>	<b>Land-use option</b>
Zone 1	Nsoko, Atongeh, Takwai, Nchenallah	Lowland and gentle slope (5-10%) Dense secondary tropical forest on loamy soils with good water and nutrient-holding capacity	Modest access and infrastructure; low demographic pressure	Cocoa, oil palm and food crop production	Practice intensive cropping agriculture especially perennial tree cropping plantations; Increased access by road construction
Zone 2	Menji town and the quarters	Undulating with gentle to steep slopes (10-20%). Sparse forest vegetation on poor soils	Good infrastructure. institutional support, marketing, storage and drying facilities	Construction of habitation and offices. Back-yard (urban) farming	Construction, soil stabilisation especially along the main roads. Inclusion of Lebialem Falls Nature Reserve
Zone 3	Mbin-mak, mbin bellah, mbin andu, mbin essoh, mbin njoagwi, mbin bellua	Steep lands( slope > 20%). slopes covered by dense degraded forest on shallow, rocky, low fertility soils with low water and nutrient holding capacity	Low to increased demographic pressure for farmland. Inaccessible	Farming, hunting, Protected (sacred) forest	Development of protection forest (council forest). Harvesting of minor forest products Inclusion of a proposed Chimpanzee Sanctuary in the area from Mbin-Mak to Fotabong 111 (Njoagwi)
Zone 4	Bellua, Azi, Lekong, Fonge, Quibeku	Undulating terrain (slope 10-20%). Peripheral tree Vegetation. Rocky, shallow to medium depth organic soils	Modest access and infrastructure. Availability of institutional support, marketing facilities, and post-harvest processing technology	Crop land mostly, coffee and cassava	Practice of agro-forestry and cultivation of arable Inclusion of a Botanical Sanctuary focused on Nyitebong/Nyifuagonkem/Quibeku range Water catchment management projects should be included in this zone.
Zone 5	Mbindia, Mboeh	Steep slopes(> 20%)covered	Low demographic	Forest	Create pasture and grazing land

	by degraded medium -dense forest mixed with open, level grassland on stony-clay soils	pressure	exploitation (NTFPs); crop land	with a low stocking rate. Practice of agropastoral systems. Part of Nyitebong/Nyifuagonkem/Quibeku range There is also an envisaged project for the creation of a Regional Centre for Agroforestry Training and Seed Production in the Attulleh and Kottuih area. Water catchment management projects should be included in this zone.
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Finally, there is a planned *Project for the Rehabilitation of the River Begeh/Mbeoh* that feed the Lebialem Falls and running from Attulia down to Fagah market.

ERuDeF will also be intensifying its agroforestry operations across the whole Division

## Land Use Map



## CHAPTER SIX

### PROGRAMMING

#### 6.1 Mid Term Expenditure Framework

*Table 8: Mid term expenditure plan*

#### Mid Term Expenditure Plan 2011 – 2013

Activity No.	Sector	Activities	Outputs	Responsibility	Period			Resources	Observations		
					2011	2012	2013		Human	Materials	Financial
Menji council	Road, Teba Teba bridge, electricity, street lighting, pipe borne water	Bridge constructed, road accessible, street lamps functional, taps functional	Council, FEICOM, Contractors	√				Engineer, labour	Sand, stones, soil, cements, poles, cables	189,830,000	Menji council/ FEICOM
Menji council	Garden, grave yards, public squares	garden available, graveyard located and public square constructed	Council, FEICOM, Contractors	√				Engineer, labour	Sand, stones, soil, cements, flower seed or nursery	2,220,000	Menji council

		Office, surveying and town planning equipment	Town well planned	Council, FEICOM, Contractors	√		Engineer, labour	Equipment	1,000,000	Menji council
		Garbage collection equipment	Clean town ,good waste management system	Council, FEICOM, Contractors	√		Contractor	Equipment	250,000	Menji council
		Vehicles and equipment repair hardware(all services)	Efficient and Effective services rendered	Council, FEICOM, Contractors	√		Contractor	Equipment	2,500,000	Menji council
		Water and electricity service equipment	extended and are functional	Menji Council	√		Contractor	Equipment	1,000,000	Menji council
		Computer hardware	Efficient and Effective services, improved data base	Menji Council	√		Technicians and Engineer	CPU, Monitor, mouse,	2,500,000	Menji council
		Building equipment and furniture	made available	Menji Council	√		Contractor	Sand, wood, cement rods, I and,	2,500,000	Menji council
		Office equipment and furniture	made available	Menji Council	√		Contractor	wood,	3,626,785	Menji council
		Bore hole	clean water available	Menji Council	√			dig-axe, spade	9,000,000	Menji council
MINE BASE	Construction of 2 classroom	Constructed and functional	PIB	√			Contractor	sand, land, cement, gravel, rods,	16,000,000	PNDPP
	Supply teachers' desks (Kitsue)	made available	PIB	√			Contractor	wood,	1,800,	PIB

									000	
		Provide teacher's desk (Kitsue)	recruited and posted	PIB	✓		Contractor	wood,	250,000	PIB
	MINA DER	Grants to 09 farmers' groups	Disbursed and being made use of	PIB	✓		labour, technicians	Seeds, plastic bags, tools, transport	9,000,000	PIB
		Renovation of SDARD	Renovated and is functional	PIB	✓		Contractor	Building materials	4,500,000	PIB
		Equipment/infrastructure	Equipped and functional		✓		Technicians	Equipment/material s	20,000,000	ACEFA Progra mme
	MINA S	Purchase of apparatus for the disabled persons	Bought and installed	PIB	✓		Contractor	Equipment	350,000	PIB
		Provide Relief Assistance	made available	PIB	✓		labour, facilitators	Provisions	350,000	PIB
	Women Empowerment & Family Promotion	Equipment of Women Empowerment Centre	Equipped and functional	PIB	✓		Contractor	Equipment/furniture	3,000,000	PIB
	Territorial Administration	Construction of retaining wall at SDO's residence	Constructed and functional	PIB	✓		labour, engineer	sand, cement, gravel, rods,	9,000,000	PIB

		Construction of Police Station	Constructed and functional	PIB	✓		labour, engineer	sand, cement, gravel, rods,	30,000 ,000	PIB
	Menji Council	Preparing the Communal development plan(CDP)	Plan produced and displayed	PNDP	✓		Technician	Materials	16,000 ,000	PNDP
		Payment of municipal support agents(technical and financial)	Payments made	PNDP	✓		PNDP personnel	Cash	1,620, 000	PNDP
		Payment of partial charges to sector ministries session(COMES)	Payments made	PNDP	✓		Council personnel	Cash	1,620, 000	PNDP
		Payment of partial charges of contract management committee	Payments made		✓		Council personnel	Cash	1,500, 000	PNDP
		Financial tax			✓		Council personnel	Cash	180,00 0	PNDP
	<b>Menji Council /PNDP</b>	<b>Micro Projects</b>								
	Secondary Education	Provision of potable water to GSS Lebuh Mbi Essoh Attah	Running taps in schools	PNDP/Local Population	✓		labour, technicians	pipes,	3,500, 000	PNDP/ Local Population

		Provision of potable water to GSS Abebeue Essoh Attah	Running taps in schools	PNDP/Local Population	√		labour, technicians	pipes,	3,500,000	PNDP/ Local Population
		Provision of potable water to GTC Fonge	Running taps in schools	PNDP/Local Population	√		labour, technicians	pipes,	3,500,000	PNDP/ Local Population
	Public Works	Rehabilitate Nchenallah - Mbin Bellua Road	Road accessible	PNDP/Local Population		√	labour, technicians, community	ground, stones	14,070,000	PNDP/ Local Population
	Energy & Water	Repair & Extension of Water Ngoh Essoh Attah	Available clean water	PNDP/Local Population	√		Technicians	Construction materials	1,030,000	PNDP/ Local Population
		Replace pipes from Seat of Wisdom College to Mbeboh (Azi –Menji pipeline	Replaced and functional	PNDP	√		labour, technicians	pipes,	6,033,000	PNDP
		Repair sand filter at Azi	clean water made available	PNDP	√		labour, technicians, community	sand filter	2,394,500	PNDP
	Menji Council	Renovation of Council Building (present SDO's office)	Renovated and is functional	PNDP	√		labour technicians community	sand, cement, gravel, stones, rods	7,255,455	PNDP
		Construction of 10 stalls in Menji Market	Constructed and functional	PNDP/Council	√		Contractor	sand, cement, gravel, stone, rods	11,925,000	PNDP/ Market traders
	Public Health	Equipment/furniture for Ndungweh Health Centre	Equipped and functional	PNDP		√	Contractor	Equipment / furniture	1,088,100	PNDP

		Equipment/furniture for Mbindia Health Centre	Equipped and functional	PNDP/C ouncil		√		Contractor	Equipment / furniture	1,008, 100	PNDP
		Equipment/furniture for Menji Health Centre Equipment/furniture for Ndungweh Health Centre	Equipped and functional	Council		√		Contractor	Equipment /furniture	3,506, 100	PNDP
	Basic Education	Provision of potable water at GS Nsoko	Made available and functional	PNDP/Local Population	√			Contractor	pipes,	2,250, 000	PNDP/ Local Population
		Provision of potable water at GS Atongeh	Made available and fucntional	PNDP	√			Contractor	pipes,	2,250, 000	PNDP/ Local Population
		Provision of potable water at GS Quibeku	Running taps in schools	PNDP/Local Population	√			Contractor	pipes,	1,049, 000	PNDP/ Local Population
		Provision of potable water at GS Njentse Essoh Attah	Running taps in schools	PNDP	√			Contractor	pipes,	1,000, 000	PNDP/ Local Population
<b>Total</b>		Construction of 2 classrooms at GS Nzanchen	Constructed classrooms	PNDP	x			Contractor	Sand, cement, stones, labour	<b>16,000 0,0000</b>	PNDP
<b>Public Health</b>		Construction of 2 classrooms at GS Njoagwi	Constructed classrooms	PNDP	x			Contractor	Sand, cement, stones, labour	<b>16,000 ,000</b>	<b>394,95 6,040</b>

		Provide free simple malaria treatment for children and elderly	Treatment free	Government/ Council	√	√	Nurses Pharmacy attendants	Drugs Storage facilities	2,000,000	State (MOH) Council
		Provide treated mosquito nets for pregnant women and babies	Made available and free	Government/ Council	√	√	RDPH Buea distributors	Nets Transportation Storage	250,000	State (MOH) Council
		Carry out mass sensitisation campaigns on malaria	Sensitisation carried out	Council	√	√	Personnel	Flyers Banners T-shirts Radio	750,000	Council
		Carry out hygiene and sanitation campaign	carried out	MOH, Council	√	√	Personnel	Flyers Banners T-shirts Radio	500,000	MOH Council
		Provide subsidised ARVs treatment/opportunistic diseases and CD4 count	Treatment provided	Government	√	√	Personnel	Drugs,	1,500,000	State (MOH)
		Create and support Association of PLHIV/AIDS to run income generating activities	Association created	Government, NGO, Council	√	√	Training sessions Personnel	Cash	20,000,000	State NGO Council

	Provide support for basic necessities for people living with HIV/AIDS	Support provided	Council		√	√	Training sessions Personnel		Provisions	5,000,000	Council
	Recruit staff to Mbindia, Essoh Attah and Mbindia health centers i.e. technical staff (SRNs)	Recruited and posted	Government			√	Trained personnel, Nurses		Salaries		StaMO Hte (MOH)
	Extension of District Hospital Azi	Extended and functional	MOH, Council		√		Contractor	Construction materials		2,500,000	State (MOH) Council
	Construction of additional wards in Menji Health Centre	Constructed and fucntional	MOH/Council		√	√	Contractor	Construction materials		20,000,000	State (MOH) Council
	Acquire medical equipment for Ndungweh Mbindia and Essoh Attah health centres	Acquired , installed and fucntional	Government,Council		√	√	Contractor	Equipment/ furniture		10,000,000	State (MOH) Council
	Recruit two auxillary staff each for Mbindia, Ndungweh & Essoh Attah health centres	Recruited and posted	Council			√	Health personnel		Salaries	1,800,000	Council
	Construct staff residence for District Hospital Azi	Constructed and made available	Government, NGO, Council				Engineer ,labour	sand, cement, stones, gravel, rods		22,000,000	Council State (MOH)

		Create and train health area management and health committees on communicable & non communicable diseases	Created, installed and are functional	Council		√	Resource persons			Council
		Equip pharmacies at Mbindia and Ndungweh health centres	Drugs made available	Governm ent		√	SWSFH Community	Pharmacy Iron doors & windows Drugs	300,00 0	State (MOH)
		De worm all primary school pupils	De worming exercise carried out			√	Drugs Logistics	250,00 0	Council	
		Sensitize & screen women for breast and cervical cancer	Sensitisation carried out and the screening done	Governm ent		√	RDPH Buea DHS Fontem	Radio Banners Flyers	2,500, 000	State (MOH)
		Screen adult men for prostrate cancer	Screening carried out	Governm ent		√	District Hosp. DHS Fontem	Radio Banners Flyers	500,00 0	State (MOH)

									250,00 0	
<b>Total</b>									<b>93,150 ,000</b>	
<b>Social Affairs</b>										
	Menji Coun cil	Provide relief assistance to fifty vulnerable persons	Assistance provided	MINAS/C ouncil		25	25	MINAS Personnel	Radio, Banners, flyers	1,500, 000
		Provide apparatus to persons with disabilities	Apparatus provided	MINAS/C ouncil		10	10	social workers	Wheel chair	1,000, 000
		Support income generating activities for associations of persons with disabilities. These include; purchase of 100 iron chairs to hire to the general public	Money disbursed and put to use	PAJER-U		50	50	Social workers		500,00 0
		Purchase of 2 fifty seat canopies	Canopies purchased	Contract or		1	1	social workers	Canopies	1,000, 000
		Purchase of (5) two hundred litres gallons for the association of persons with disabilities	Purchased and distributed	Council		5		social workers		100,00 0
									Gallons, oil	

		Purchase of 1000 litres of kerosene in bulk to be retailed by persons with disabilities	Purchased and distributed				social workers			
				MINAS		√		Kerosene, containers	400,000	
		Sensitisation campaigns against exclusion of persons with disabilities, persons living with HIV/AIDS and elderly persons	Sensitisation carried out	Council		√	social workers , health personnel			Council
						√		Radio, banners, fliers	1,000,000	
<b>Total</b>									<b>5,500,000</b>	
<b>Sports and Physical Education</b>										
Menji Council	Construction of a multipurpose sports complex	Constructed and functional	PIB		√	Contractor	Sand, cement, iron rods, timber, caterpillars, chairs, zinc, etc.	650,000	PIB Menji Council	
	Organisation of annual sports competition	Organised and prizes awarded	Menji Council		√	Labour	Iron rods, sand, cement, zinc	500,000	Menji Council	

		Organisation of annual sports competition	Organised and prizes awarded	Menji Council/ Elite	√	√	Sensitization Refrectier course	Material for throws, jumps: balls, trophies, white wash, sand	400,000	Menji Council Sponso rs / Donors
<b>Total</b>									<b>1,550,000</b>	
<b>MINPROFF - Lebialem</b>										
		Sensitise the population on women's and family rights	Sensitisation done	Menji Council, MINPRO FF			Three (3) facilitators	Handouts, pens, markers, cardboards, files, facilitators, transportation, posters, bloc notes, stickers, feeding	1,000,000	MINPR OFF Menji Council
		Organise trainings for women's groups on rights and political participation in the three Fondsoms	Training carried out	MINPRO FF, Menji Council		√	Three (3) facilitators	Handouts, pens, markers, cardboards, files, facilitators, transportation, posters, bloc notes, stickers, feeding		MINPR OFF Menji Council

		Equip women's empowerment centre-Menji	Equipped and functional	MINPRO FF Menji Council	√	√	Contractor	Cooking pots, refrigerator, utensils, computers, sewing machine, needing machine, chairs, conference tables, gas cooker, etc.	30,000 ,000	MINPR OFF Menji Council
		Provide grants/loans for women's income generating activities	Grants provided and made use of	MINPRO FF Menji Council		√		Cash	500,00 0	MINPR OFF Menji Council
		Employ 2 auxiliary staffs for women's empowerment centre	Staff employed	MINPRO FF Menji Council		√	2 cleaner and watch night	Salaries	660,00 0	MINPR OFF Menji Council
		Sensitisation of population on civil status legislation	Increase awareness	MINPRO FF, Menji Council		√	Facilitators	Handouts, transport, postal, stickers, markers, radio communiqué,	500,00 0	MINPR OFF Menji Council
		Provide support for low widows	Assistance delivered and put to use	MINPRO FF, Menji Council		√	MINPROFF personnel/NGO staff	Cash/materials	500,00 0	MINPR OFF Menji Council

		Organise mass marriages	Marriages effected	MINPRO FF/Council		MINPROFF Personnel	Materials, radio, cash for logistics/organisation, publication of banns, stationeries in the council	600,000	MINPROFF Menji Council
					√				
<b>Total</b>									
								33,760 ,000	
<b>Youth Affairs</b>									
	Menji Council	Construct 1 youth multipurpose centre	Youth Centre constructed and functional	PIB/Council		Contractor	Construction materials	900,000	
		Reactivate youth multipurpose centre	Centre functional	PIB/Council	√	Contractor	03 computer 05 chairs 05 tables		PIB Menji council Donors
		Extend youth multipurpose centre with internet, electricity & water	Centre functional	Menji Council	√	Contractor	computer, chairs, tables, cables	3,000, 000	Menji council

		Construct 1 youth animation centre at Essoh-Attah	Constructed and functional	PIB, Menji council		√	Contractor	Construction materials	4,500,000	PIB Menji council
		Support 3 adult literacy centers at Mbeoh, Nchembin & Esso-Attah	Centres functional	PNA, Menji Council		√	Contractor	06 chairs 06 tables 36 handbook 02 chalk 03 blackboard, allowance		Donors PNA Menji council
		Grant loans / subsidies for youth groups projects	Grants disbursed and being made used of	PAJER-U, Menji Council		√	PAJER-U, Menji Council	Cash	10,000,000	PAJER-U Menji council
<b>Total</b>									<b>10,000,000</b>	
<b>Environment &amp; Protection of Nature</b>										
Menji Council	Environmental education in schools	Instituted and fucntional	BIP		√	√	Resource persons	Education materials Transport	500,000	BIP
	Nature clubs in secondary schools	Instituted and fucntional	BIP		√	√	Teachers	Posters, banners Education materials	4,000,000	BIP
	Training of village monitoring committees	Instituted and functional	Council		√	√	Trainers	Training modules Training Materials	4,200,000	Council
	Competitions, quizzes, etc	Effectd	ERUDEF		√	√	Resource persons	Prizes Awards	500,000	ERUDEF

		Capacity building for teachers	Carried out and functional	BIP	√	√	Resource persons	Training materials Transport Per diem	4,000,000	BIP
		Tree (08) nurseries	Established and functional	PSFE	x	x	Technicians	Seeds, plastic bags, tools, transport	8,000,000	PSFE
		Training of farmers	Instituted and realised	PIB			Technicians	Training modules Training Materials	3,800,000	BIP
		Sensitise women groups	Realised	PSFE			Technicians	Improved stores Transport	8,000,000	PSFE
		Bio stabilisation of slopes	Instituted and functional	PNDP			Technicians	Special trees, transport, equipment	25,000,000	PNDP & other partners
		Construction of DDEP - Menji	Carried out and functional	PSFE			Contractor	Construction materials, equipment, transport	55,000,000	PSFE
<b>Total</b>									<b>113,000,000</b>	
<b>Energy and Water</b>										
	Menji Council	Harness springs and drinking points in villages	Functional	PIB, Menji Council		√	Contractor	Pénétrometer	7,000,000	Menji Council PIB
		Construct pipe borne water schemes in 6 villages	Constructed and functional	Menji Council		√	Contractor	Gravels, sand, cement, stone, taps	18,000,000	Menji council

	Create and train water management committee in 10 villages	Created and is functional	PIB, Menji council		✓	Facilitators	Training materials	10,500 ,000	Menji Council PIB
	Reinforce Menji water supply	Reinforced and is functional	Menji Council		✓	Technician/unskilled labour	Sand, cement, grounds	10,000 ,000	Menji Council
	Protect 4 water springs (Lisbon spring, behind SONIMA, behind municipal stadium, old Menji palace, Nkengbeze)	Functional	Menji Council		✓	Contractor	Sand, cement, grounds	12,000 ,000	Menji Council
	Rehabilitate water catchment	Rehabilitated and functional	Menji Council		✓	Contractor	Sand, cement, grounds	3,000, 000	Menji Council
	Extend electricity to 12 villages	Functional	PIB, Menji council		✓	Contractor	cables, pillars	220,00 0,000	PIB Menji Council
	Rehabilitate pico hydroplants at Ndungweh	Functional	Menji Council		✓	Contractor	equipment	10,000 ,000	Menji Council
<b>Total</b>								<b>290,50 0,000</b>	
<b>LIVESTOCK</b>									
Menji Council	Rehabilitate slaughter house	Rehabilitated and functional	Menji Council		✓	Skilled & unskilled labour	Building materials	200,00 0	Menji council
	Install animal feed proc. Unit	Installed and functional	PIB		✓	Skilled labour	Processing machines	500,00	PIB

									0	
		Grant loans to 100 farmers	Disbursed and being made use of	PIB		√	√		Cash	200,000 PIB
		Rehabilitate 60 fish ponds	Functional	PIB		√	√	Skilled & unskilled labour	Pipes, rods, cement	6,000,000 PIB
		Create a livestock centre	Created and is functional	PIB			√	Skilled labour	Buildings, parent stock, grazing	20,000,000 PIB
<b>Total</b>										<b>26,900,000</b>
<b>Forestry and Wildlife</b>										
	Menji Council	Tree planting	Planted and are growing	ERUDEF, Menji Council		√		Technical personnel Labour	Wheel barrow, spades, dig axes, watering cans, cutlasses, secateur	500,000 DD budget Council budget and others (ERUD EF)
		Create 3CFMC and train	Created and trained	Council/ ERUDEF		√	√	Technical personnel Local population	Law, GPS, compass, camera, bike	300,000 DD Council ERUDEF
		Protect 5 forests blocks	Protected and are functional	ERUDEF		√	√	Technical personnel Local population	Law, GPS, rain boots, tents, sleeping bags, vehicle	25,000,000 DD Council ERUDEF

		Protect sacred forests around palaces	Protected and are functional	Menji Council/ Elite	√	√	Technical personnel 21 traditional rulers	Law, GPS, rain boots, tents, sleeping bags, vehicle, bike	20,000 ,000	Council DD
<b>Total</b>									<b>45,800 ,000</b>	
<b>Public Works</b>										
Menji Council	Rehabilitation of culverts & maintenance of Nsoko-Atoangeh roads	Road accessible	PIB		√	Contractor	Equipment/construction materials	17,000 ,000	Public	
	Rehabilitation of culverts & maintenance of Mbinellua-Nchenalla road	Rehabilitated and road accessible	PIB		√	Contractor	Equipment/construction materials	12,500 ,000	Investment	
	Rehabilitation of culverts & maintenance of Fossong-Takwai market	Rehabilitated and road accessible	PIB		√	Contractor	Equipment/construction materials	17,000 ,000	Budget	
	Construction of 2 bridges on Nveh-Nzachen-Abebue	Road accessible	PIB		√	Contractor	Equipment/construction materials	100,00 0,000	Budget	
	Construction of 2 bridges of Takwi-Mbinmaka road	Road accessible	PIB		√	Contractor	Equipment/construction materials	15,000 ,000	Public	
	Njeh-Nkah-Ngoh road	Road accessible	PIB		√	Contractor	Equipment/construction materials	28,000 ,000	Investment	

<b>Total</b>									<b>189,50 0,000</b>	
<b>Employment and Vocational Training</b>										
	Menji Coun cil	Renovation of vocational training centre	Renovated and is functional	MINEFO P		√	Contractor	Equipment/construc tion materials	4,000, 000	MINEF OP Council
		Provide loan / subsidies for informal / economic operators	Disbursed and being made use of	PIASSI		√	PIASSI Personnel	Cash	6,000, 000	PIAASI
<b>Total</b>									<b>10,000 ,000</b>	
<b>Secondary Education</b>										
	Menji Coun cil	Recruit 145 trained teachers	Recruited and posted	Gov't, PNDP, PTA		√	Gov't	Teachrs		Gov't, PNDP, PTA
		Provide didactic materials to GTC Fonge and GTC	Provided and being made use of	Gov't, PNDP, PTA		√	Council / Delegation staff	Cupboards Transportation	4,000, 000	Gov't, PNDP, SMB, PTA
		Extend and rehabilitate potable water to GSS Lebuh Mbi, GTC Abebue, GTC Fonge	Rehabilitated and is functional	Gov't, PNDP, PTA		√	Contractor	Sand, stone	19,000	Gov't, PNDP

		Equip 2 science laboratories in 2 colleges i.e. GHS Fontem & GHS Ngoh Essoh Attah	Equipped and functional	Gov't, PNDP	√	contractor	Equipment/construction materials	12,000 ,000	Gov't, PNDP, twinned partners
		Equip 3 technical workshops in 3 colleges: GTC Abebue, GTC Fonge, GTHS Fontem	Equipped and functional	Gov't and PNDP	√	Contractor	Equipment/construction materials	4,500, 000	Gov't, PNDP, twinned partners
		Construct and equip 6 school libraries	Constructed and functional	Gov't, PNDP	√	Contractor	Sand, stone, wood, books	54,000 ,000	Gov't, PNDP
		Construct 22 classrooms for 7 colleges	Constructed and functional	Gov't, PNDP	√	Contractor	Sand, wood, stone	398,00 0,000	Gov't, PNDP
		Construct 12 technical workshops in 3 colleges	Constructed and functional	Gov't, PNDP	√	Labour	Sand, wood, stone	360,00 0,000	Gov't, PNDP
		Equip 5 computer laboratories in 5 colleges	Operational	Gov't, PNDP, PTA	√	Contractor	Tables, computers	50,000 ,000	Gov't, PNDP, PTA
		Link 5 computer labs to the Internet in 5 colleges	Operational	Council, PTA	√	Contractor	Tables, cables, computers	1,000, 000	Council, PTA, twinned partners, SMB

	Organise 5 workshops to train school management boards and PTA executives and school bursars	Organised and trained	PNDP, Council, PTA		√	Facilitators	Logistics,cash	1,000,000	PNDP, Council , PTA, SMB
<b>Total</b>								<b>884,519,000</b>	

#### Post and Telecommunications

Menji Council	Support Menji community tele-centre	access increased	Menji Council			Contractor	Equipment		Menji Council
	1.1. purchase of 5 computers & accessories	Purchased, installed and are functional	PNDP		√	Contractor	Computers, accessories	5,000,000	PNDP
	1.2. Purchase of standby generator	Bought and installed	PNDP		√	Contractor	Generator	500,000	PNDP
	Rehabilitate TV antenna	Rehabilitated and are functional	CRTV		√	Contractor	Equipment/construction materials	3,500,000	CRTV
	Construct and equip Essoh Attah telecentre	Constructed and functional	MINPOS TAL		√	Contractor	Equipment/construction materials	5,000,000	MINPOS TAL
<b>Total</b>								<b>14,000,000</b>	

#### Territorial Administration

	Menji Council	Train village development association on participation and resource mobilisation	Trained	Menji Council		√	√	Facilitator	training materials	200,000	Menji council
		Organise training on civic education	Organised and trained	Menji Council		√	√	Facilitator	manuals	200,000	Menji council
		Construct gendarmerie post at Essoh Attah	Constructed and functional	PIB			√	Contractor	Constructin materials	10,000 ,000	Public Investm ent
		Sensitize population on community security and peace keeping forces	Carried out and functional	Menji Council		√	√	Facilitator	training materials	200,000	Menji council
		Equip and secure gov't building or service head. Employ guards	Equipped and functional	PIB		√		Contractor	Furniture, equipment	8,520, 000	Public Investm ent
<b>Total</b>										<b>19,120 ,000</b>	
<b>Commerce</b>											
	Menji Council	Rehabilitation of the Menji market 50 stores (lookup)	Rehabilitated and functional	FEICOM, BOT		√	√	Contractor	Sand, stone, cement, zinc	cost estimat ed with Menji council technic	BOT (Build Own Transfe r) FEICO

									ia	M
		Create and support traders associations and welfare unions in Menji council area	Created and are operational	PNDP, Council	✓	Facilitator	Working materials	400,000	Council budget, PNDP	
		Lobby for the creation of a commercial bank on micro-finance institution in Menji	Created and fucntional		✓	Facilitator	Transport, airtime		Menji Council	
		Office equipment for sectorial ministry commerce	Bought and installed	PNDP	✓	Contractor	Equipment		PNDP	
		Computer	Bought and installed	PNDP		Contractor	Machine	2,500,000	PNDP	
		Photocopy	Bought and installed	PNDP		Contractor	Machine	2,000,000	PNDP	
		Printer	Bought and installed	PNDP		Contractor	Machine	1,500,000	PNDP	
<b>Total</b>								<b>6,400,000</b>		
<b>Higher Education</b>										

	Menji Council	Provide 100 scholarships for professional education	Provided and being made use of	Menji Council		√	√	Council Personnel	Cash	10,000 ,000	Menji council
		Provide 100 scholarships for higher education graduates to professional training	Provided and being made use of	Menji Council		√	√	Council Personnel	Cash	10,000 ,000	Menji council
<b>Total</b>										<b>20,000 ,000</b>	
<b>Basic Education</b>											
	Menji Council	Recruit and post trained teachers to primary schools	Recruited and posted	Government		√	√	Delegation personnel	Salaries	6,480, 000	Government
		Provide didactic materials to all public primary schools	Provided and being made use of	Government		√		Council staff	Books and teaching aids	1,400, 000	Government
		Construct 2 classrooms each in 10 schools	Constructed and functional	Government		√	√	Contractor	Construction materials	80,000 ,000	Government
		Provide 600 pupils' desks in 10 schools	Provided and being made use of	Government		√	√	Contractor	Wood	18,000 ,000	Government
		Provide 4 teachers' tables and chairs in 20 schools	Provided and being made use of	Government		√	√	Contractor	Wood	5,000, 000	Government

		Construct and equip Head teachers' offices in 10 schools	Constructed and functional	Government	√	√	Contractor	Wood	43,500 ,000	Government
		Construct and equip computer laboratories in GPS Njeh, GPS Fontem, GS Nchehmbin, GS Njentse-Lebang, GS Fonge-Lebang, GS Mbeoh, GS Nsoko, GS Fossung, GS Njenacha, GS Nkah, GS Bellua	Constructed and functional	Government	√	√	Contractor	Equipment/furniture	87,500 ,000	Government
		Provide 29 water points in 29 schools	Water points functional in the schools	Government	√	√	Contractor	Pipes, gravel cement	25,500 ,000	Government
		Construct 25 latrines in 25 schools	Constructed and are functional	Government	√	√	Contractor	Rods, gravel, cement	12,000 ,000	Government
<b>Total</b>									<b>279,38 0,000</b>	Government
<b>Urban Development and Housing</b>										
	Menji Coun cil	Draw Menji town master plan	Drawn and published	Menji Council	√	√	Consultant	Cash, equipment, materials	5,000, 000	Council
		Draw up waste management plan for the town	Drawn and put up	Menji Council	√	√	Contractor	Cash, equipment, materials	3,000, 000	Council

		Construct Teba Teba Bridge	Road accessible	Menji Council		√	Contractor	Equipment, construction materials	120,000,000	Council
		Plant ornamental trees in town	Planted and are growing	Menji Council		√	Council staff	Trees, shovels,diggers	700,000	Council
		Maintain streets and culverts & construction of a timber platform on Mbeboh bridge	Maintained and road accessible	Menji Council		√	Contractor	Equipment, construction materials	20,000,000	Council
		Extend electricity and water	Extended and are functional	Menji Council		√	Contractor	Equipment, construction materials	2,000,000	Council
		Open new streets in Menji town	Streets accessible	Menji Council		√	Contractor	Equipment, construction materials	7,000,000	Council
		Tar 10km of urban roads (from Nchobenyahi to Ndasoah	Road tarred and accessible	Menji Council		√	Contractor	Equipment, construction materials	4,500,000,000	Council
<b>Total</b>									<b>4,657,700,000</b>	

## **6.2 Summary Environmental Impact Management For The Mid-Term Investment Plan (2011 – 2013)**

### **6.2.1 Introduction**

This initial assessment has the objective of helping Menji Council staff and planners to assess the projects they will execute within the next 3 years in relation to environmental impacts. The assessment provides a survey of environmental impacts likely to ensue if the project is implemented. This initial assessment has been based on easily accessible information, knowledge of the area, the local population's views, etc. Only potential environmental impacts, direct and indirect, are identified.

This section also describes some protective measures that can be adopted to moderate, compensate for or even totally avoid adverse environmental impacts when planning, building and using educational, training and health care facilities. The environmental impacts described below are based on the information concerning the characteristics of the projects compared with the descriptions of the environment the projects affect. The investments projects for which this initial EIA has been done are broken down into 03 categories:

- Investment type 1: Building construction
- Investment type 2 : Potable water supply
- Investment type 3: Road construction and rehabilitation

Before outlining the possible positive, negative impacts and mitigating measure, a brief description is given of project cluster and the ecological and socio-economic environment in which the investment will be implanted.

### **6.2.2 Summary Environmental Management by Type of Investment**

#### **6.2.2.1 Type of investment: Building / Construction**

The projects here are aimed at providing "physical infrastructure" - construction of houses, offices, workshops, laboratories schools, hospitals etc classrooms, education and sport centres and market stalls. Projects aimed at providing or rehabilitating housing have an impact on the environment through the building activities to which they give rise. This section will focus on the environmental impacts of building projects and physical planning, as well as touching on issues of localisation taking the environment into consideration.

<b>Project types</b>	<b>Positive impact (environmental and social)</b>	<b>Negative impact (environmental and social)</b>	<b>Mitigating measures</b>
<ul style="list-style-type: none"> <li>• Construction of classrooms</li> <li>• Construction of 25 latrines in 25 schools</li> <li>• Construction of Police Station</li> <li>• Construction of gendarmerie post</li> <li>• Construction of hospital staff residence (Azi)</li> <li>• Construction of 1 multipurpose youth animation centre</li> <li>• Construction of a sports complex</li> <li>• Construction of and equipping school libraries</li> <li>• Construction of technical workshops</li> <li>• Construction of a Tele-centre</li> <li>• Construction of Head teachers' offices in 10 schools</li> <li>• Construction of and equipping computer laboratories</li> <li>• Construction of MINEP – Menji</li> <li>• Construction and rehabilitation of stalls in Menji Market</li> <li>• Construction of additional wards in Menji Health Centre</li> <li>• Renovation of Council Building</li> <li>• Construction of retaining wall at SDO's residence</li> <li>• Extension of District Hospital Azi</li> </ul>	<p><u>Environmental</u></p> <ul style="list-style-type: none"> <li>• New structures will give some beauty to the beneficiary communities</li> <li>• Retaining wall at the SDO's residence will prevent land slides</li> </ul> <p><u>Socio-economic</u></p> <ul style="list-style-type: none"> <li>• Provision of employment</li> <li>• Boosting of the local economic activities</li> <li>• Creation of a conducive working and learning environment</li> <li>• Reduction of overcrowding in schools</li> <li>• Improvement of living conditions</li> <li>• Rehabilitation reduces government spending on constructing new ones</li> <li>• Improvement of hygiene and prophylactic health care, health education and advice</li> <li>• Improvement in sporting</li> </ul>	<p><u>Environmental</u></p> <ul style="list-style-type: none"> <li>• Change in the existing land use and a rise in the consumption of raw material</li> <li>• Destruction of forests and biodiversity</li> <li>• Increase in surface run-off and erosion and pollution of nearby streams.</li> <li>• A change of landscape</li> </ul> <p><u>Socio-economic</u></p> <ul style="list-style-type: none"> <li>• Loss of family land especially for vulnerable families</li> <li>• Possible conflicts on choice of sites</li> <li>• Incorrectly mounted or misuse of laboratory materials and equipment may produce physical and chemical changes in the air, groundwater and soil whose severity and extent is difficult to control</li> </ul>	<p><u>Environmental</u></p> <ul style="list-style-type: none"> <li>• Selection of suitable locations. Land suitable for agriculture, areas of intact forest and woodland should be avoided</li> <li>• Provision of drainage facilities to all structures for very erosion prone areas</li> </ul> <p><u>Socio-economic</u></p> <ul style="list-style-type: none"> <li>• Family who lose customary land for development purpose should be compensated or relocated</li> <li>• Training of hospital staff on appropriate medical waste disposal and incineration</li> </ul>

<ul style="list-style-type: none"><li>• Rehabilitation of TV antenna</li><li>• Rehabilitation of slaughter house and fish ponds</li><li>• Provision of garbage collection equipment</li></ul>	activities		
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#### **6.2.2.2 Type of investment : Potable (rural) water supply**

The term "rural water supply" covers all the measures taken to satisfy the demand for water in predominantly rural communities typified by peasant ways of life, peri-urban ways of life. Rural water supply embraces the supply of drinking and household water to the rural population plus supply of the water required for purposes such as garden watering. However, though this constitutes an environmental problem in its own right, rural water supply also includes the watering of livestock plus the supply of water for livestock watering, because in rural areas it is virtually impossible in practice to draw any clear distinction between drinking water for humans and drinking water for livestock.

In the concerned communities, relatively small groups of consumers ranging from a single family to village communities obtain their water supplies from small, often scattered and sometimes widely separated individual abstraction systems with no distribution system, water carrying traditionally being the domain of women and girls.

The present investment type will entail (1) supplying pipe borne water by gravity to some primary and secondary schools and communities within the municipality where they do not exist, (2) rehabilitating some of the existing water supply schemes especially the Azi-Menji supply and (3) protecting some main springs within Menji centre.

<b>Project type</b>	<b>Positive impact (environmental and social)</b>	<b>Negative impact (environmental and social)</b>	<b>Mitigating measures for negative impacts</b>
<ul style="list-style-type: none"> <li>• Provision of potable water to GSS Abebeue, GSS Lebuh, GTC Fonge, G.S Nsoko, Atongeh, Quibeku, Njentse Esoh-Attah, GTC Fonge, Abebeue</li> <li>• Repair &amp; Extension of Water Ngoh Esoh Attah</li> <li>• Rehabilitation of the Azi-Menji water supply</li> <li>• Protection of 4 water springs in Menji Centre</li> <li>• Construction of pipe borne water schemes in 6 villages</li> <li>• Construction of 01 bore hole</li> </ul>	<p><u>Environmental</u></p> <ul style="list-style-type: none"> <li>• Conservation of forest areas along water courses and catchments</li> </ul> <p><u>Socio-economic</u></p> <ul style="list-style-type: none"> <li>• Reduction in time and effort to fetch water. These can be used for other economic activity.</li> <li>• Reduction in water-borne diseases e.g. cholera, diarrhoea among children and typhoid ensuring adequate health and hygiene conditions for the population</li> <li>• The water may assist in the production processes especially in agriculture and livestock.</li> </ul>	<p><u>Environmental</u></p> <ul style="list-style-type: none"> <li>• The extraction of water from surface sources e.g. streams and rivers can reduce the respective downstream flow.</li> <li>• Pollution problems may increase due to reduced downstream dilution, from birds and dust particles.</li> </ul> <p><u>Socio-economic</u></p> <ul style="list-style-type: none"> <li>• Project might at the long run lead to pricing of water and would affect the most vulnerable persons</li> <li>• Risk of accidents during construction and operations phases</li> </ul>	<ul style="list-style-type: none"> <li>• No major diversion will occur on water courses</li> <li>• Water management committees will be set up to manage the water and ensure pollution-free water gets to schools and community</li> </ul> <ul style="list-style-type: none"> <li>• The problem of pricing of water would be addressed through various price mechanisms and differentiation of prices</li> <li>• Safety measures and training will be carried out during the construction phase to avoid accidents.</li> </ul>

### **6.2.2.3 Type of Investment : Road Construction and Rehabilitation**

The term "road construction" covers public roads and footways of all kinds inside and outside built-up areas that are used for the movement of persons and goods. The roads involved here are generally one-lane rural roads that are intended to establish a traffic link between two specified village communities. All roads require constant maintenance, though the amount will vary with heaviness of use (crown to be kept free of vegetation, drainage system to be kept fully operational, carriageway to be repaired).

The present section reports on the initial environmental impact that will or may ensue from the tarring of a 10km road stretch, construction of bridges and farm-to-market roads, rehabilitation of culverts, road maintenance and the opening of new streets in Menji town.

Particular care should be taken to stop erosion when building roads of tertiary status such as rural roads, feeder roads and developer roads.

<b>Project type</b>	<b>Positive impact (Environmental and social)</b>	<b>Negative impact (Environmental and social)</b>	<b>Mitigating measures</b>
<ul style="list-style-type: none"> <li>• Rehabilitation of Nchenallah - Mbin Bellua Road</li> <li>• Rehabilitation of culverts &amp; maintenance of Nsoko-Atoangeh roads</li> <li>• Rehabilitation of culverts &amp; maintenance of Fussong-Takwai road</li> <li>• Construction of 2 bridges on Nveh-Nzachen-Abebue</li> <li>• Construction of 2 bridges on Takwi-Mbinmark road and Njeh-Nkah-Ngoh road</li> <li>• Construction of Teba Teba Bridge</li> <li>• Maintaining of streets and culverts &amp; construction of a timber platform on Mboeh bridge</li> <li>• Opening of new streets in Menji town</li> <li>• Tar 10km of urban roads (from Nchobenyahi to Ndasoah</li> </ul>	<p><u>Environmental</u></p> <ul style="list-style-type: none"> <li>• The road can be used as a fire-break to stop large fires.</li> <li>• Erosion control can be improved (especially in the course of maintenance)</li> </ul> <p><u>Socio-economic</u></p> <ul style="list-style-type: none"> <li>• Better prices for food and cash crops</li> <li>• Ease of movement and reduction in transport fares from one community to the other</li> <li>• Where roads pass through villages, the community can arrange for extension into some quarters or prepare individual sites for construction..</li> <li>• In the course of construction</li> </ul>	<p><u>Environmental</u></p> <ul style="list-style-type: none"> <li>• Removal of vegetation, destruction of forest land and biodiversity</li> <li>• Removal of topsoil, increase in water runoff, production of soil erosion, and changes to soil structure and increase in landslides</li> <li>• Changes in landscape and land-use</li> <li>• Changes of microclimate</li> <li>• Effects on the water balance</li> <li>• Risk from oil spills</li> </ul> <p><u>Socio-economic</u></p> <ul style="list-style-type: none"> <li>• Increase in traffic to previously inaccessible areas</li> <li>• Uncontrolled growth of settlements</li> <li>• Reduced safety due to the risk of accidents</li> <li>• Similarly, site waste, residual quantities of unused soil and building materials may accumulate if not well disposed of.</li> <li>• Detrimental impact of lack of maintenance. A road that is</li> </ul>	<p><u>Environmental</u></p> <ul style="list-style-type: none"> <li>• The short points between 2 communities should be considered while avoiding rich biodiversity area</li> </ul> <p><u>Socio-economic</u></p> <ul style="list-style-type: none"> <li>• Develop a land-use plan for each community</li> <li>• To avoid accidents, road building should therefore always be accompanied by or prepared for by instruction on road safety and monitoring and inspection of vehicles for safety.</li> <li>• For detrimental impact on road maintenance, a suitable technical design for the road and good-quality building</li> </ul>

	work, preparations can be made to secure sufficient material for maintaining the road.	not maintained will not last.	work will serve to keep down the amount of maintenance needed, at least in the first few years
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### 6.3 Annual Investment Plan

#### 6.3.1 Resource Mobilisation Plan

Table 9: Available Resources

Activity No.	Sector	Projects	Resources Nature of Resources	Estimated Amount	Source of resources	Conditions
1.2.2	Menji council/Urban Affairs/Public Works	Road, Teba Teba bridge, electricity, street lighting, pipe borne water	Labour Equipment / Material / Finance	189,830,000	Menji council/ FEICOM	Convention signed
	Menji council	Garden, grave yards, public squares	Human, land, labour, material, finance	2,220,000	Menji council	Enough revenue generated from taxes
	Menji council	Office, surveying and town planning equipment	Equipment	1,000,000	Menji council	Enough revenue generated from taxes
	Menji council	Garbage collection equipment	Finance	250,000	Menji council	Enough revenue generated from taxes
	Menji council	Vehicles and equipment repair hardware(all services)	Finance / Mechanic	2,500,000	Menji council	Enough revenue generated from taxes

	Menji council	Water and electricity service equipment	Finance	1,000,000	Menji council	Enough revenue generated from taxes
	Menji council	Computer hardware	Finance	2,500,000	Menji council	Enough revenue generated from taxes
	Menji council	Building equipment and furniture	Finance	2,500,000	Menji council	Enough revenue generated from taxes
	Menji council	Office equipment and furniture	Finance	3,626,785	Menji council	Enough revenue generated from taxes
	Menji council	Bore hole	Engineer, Finance	9,000,000	Menji council	Enough revenue generated from taxes
4.3.1	MINEBASE	Construction of 2 classroom each in 01 school	Contractor, finance, materials	16,000,000	PIB	Credits available on time
4.3.2		Supply pupils desks (Kitsue)	Contractor, finance, materials	1,800,000	PIB	Credits available on time
4.3.3		Provide teacher's desk (Kitsue)	Contractor, finance, materials	250,000	PIB	Credits available on time
3.2.4	MINADER	Grant to 09 farmers' groups	Finance	9,000,000	PIB	Credits available on time
3.2.5		Renovation of SDARD	Contractor	4,500,000	PIB	Credits available on time
3.2.6		Equipment/infrastructure	Finance	20,000,000	ACEFA Programme	Programme funds available / local contribution available
19.1.1	MINAS	Purchase of apparatus for disabled	Finance supplier	350,000	PIB	Credits available on time
19.1.2		Provide Relief Assistance	Finance	350,000	PIB	Credits available on time

	Women Empowerment & Family Promotion	Equipment of Women Empowerment Centre	Contractor, finance	3,000,000	PIB	Credits available on time
18.2.1	Territorial Administration	Construction of retaining wall at SDO's residence	Contractor, finance	9,000,000	PIB	Credits available on time
24.2.2		Construction of Police Station	Contractor, finance	30,000,000	PIB	Credits available on time
24.2.3	Menji Council	Preparing the Communal development plan(CDP)	Service provider, finance	16,000,000	PNDP	convention signed
	Menji Council	Payment of municipal support agents(technical and financial)	Applicants Finance	1,620,000	PNDP	convention signed
	Menji Council	Payment of partial charges to sectorial ministries session(COMES)	Finance Resource Persons	1,620,000	PNDP	convention signed
	Menji Council	Payment of partial charges of contract management committee	Finance	1,500,000	PNDP	convention signed
	Menji Council	Financial tax	Finance	180,000	PNDP	convention signed
	<b>Menji Council /PNDP</b>	<b>Micro Projects</b>				
8.2.7	Secondary Education	Provision of potable water to GSS Lebuh Mbi	Contractor / Finance	3,500,000	PNDP/Local Population	Convention signed, Local contribution of 5%
8.1.3		Provision of potable water to GTC Abebeue Essoh Attah	Contractor / Finance	3,500,000	PNDP/Local Population	Convention signed, Local contribution of 5%

8.1.4		Provision of potable water to GTC Fonge	Contractor / Finance	3,500,000	PNDP/Local Population	Convention signed, Local contribution of 5%
6.1.4	Energy & Water	Repair & Extension of Water Ngoh Essoh Attah	Contractor / Finance / Materials	1,030,000	PNDP/Local Population	Convention signed, Local contribution of 5%
7.1.4		Replace pipes from Seat of Wisdom College to Mbeboh (Azi –Menji pipeline	Contractor / Finance / Materials	4,000,000	PNDP	Convention signed
6.3.2		Repair sand filter at Azi	Contractor / Finance / Materials	4,427,500	PNDP	Convention signed
	Menji Council	Renovation of Council Building (present SDO's office)	Contractor / Finance / Materials	7,255,455	PNDP	Convention signed
		Construction of 10 stalls in Menji Market	Contractor / Finance / Materials	11,925,000	PNDP/Market traders	Convention signed
MC4.1	Menji Council	Purchase and networking of computers and software	Contractor / Finance	3,500,000	PNDP / Menji Council	Convention signed
5.4.3		Equipment/furniture for Menji Health Centre	Contractor / Materials	3,506,100	PNDP	Convention signed
4.2.3	Basic Education	Provision of potable water at GS Nsoko	Contractor / Finance / Materials	2,250,000	PNDP/Local Population	Convention signed, Local contribution of 5%
4.2.3		Provision of potable water at GS Atongeh	Contractor / Finance / Materials	2,250,000	PNDP/Local Population	Convention signed, Local contribution of 5%

4.2.3		Provision of potable water at GS Quibeku	Contractor / Finance / Materials	1,049,000	PNDP/Local Population	Convention signed, Local contribution of 5%
4.2.3		Provision of potable water at GS Njentse Essoh Attah	Contractor / Finance / Materials	1,000,000	PNDP/Local Population	Convention signed, Local contribution of 5%
4.2.4		Construction of 2 classrooms at GS Nzanchen	Contractor / Finance / Materials	16,000,000	PNDP/Local Population	Convention signed, Local contribution of 5%
4.2.5		Construction of 2 classrooms at GS Njoagwi	Contractor / Finance / Materials	16,000,000	PNDP/Local Population	Convention signed, Local contribution of 5%
<b>Total</b>				<b>414,289,840</b>		

### 6.3.2 Annual Investment Plan 2011

Table 10: Annual Investment Plan 2011

Activity No.	Sector	Activities	Outputs	Responsibility	Resources			Observations (Source of resources)
					Humans	Materials	Financial	

	Menji council	Road, Teba Teba bridge, electricity, street lighting, pipe borne water	Bridge constructed , road accessible, street lamps functional, taps functional	Council, FEICOM, Contractors	Engineer, labour	Sand, stones, soil, cements, poles, cables	189,830,000	Menji council/ FEICOM
	Menji council	Garden, grave yards, public squares	garden available, graveyard located and public square constructed	Council, FEICOM, Contractors	Engineer, labour	Sand, stones, soil, cements, flower seed or nursery	2,220,000	Menji council
		Office, surveying and town planning equipment	Town well planned	Council, FEICOM, Contractors	Engineer, labour		1,000,000	Menji council
		Garbage collection equipment	Clean town ,good waste management system	Council, FEICOM, Contractors	Contractor	Contractor	250,000	Menji council
		Vehicles and equipment repair hardware(all services)	Efficient and Effective services rendered	Council, FEICOM, Contractors	Contractor	Contractor	2,500,000	Menji council

		Water and electricity service equipment	extended and are functional	Menji Council	Contractor	Contractor	1,000,000	Menji council
		Computer hardware	Efficient and Effective services, improved data base	Menji Council	Technicians and Engineer	CPU, Monitor, mouse,	2,500,000	Menji council
		Building equipment and furniture	made available	Menji Council	Contractor	sand, wood, cement rods, land,	2,500,000	Menji council
		Office equipment and furniture	made available	Menji Council	Contractor	wood,	3,626,785	Menji council
		Bore hole	clean water available			dig-axe, spade	9,000,000	Menji council
	Basic Education	Construction of 2 classroom	Constructed and functional classrooms	Menj Council	Contractor	sand, land, cement, gravel, rods,	16,000,000	PIB
		Supply pupils' desks (Kitsue)	Desks are available	Menji Council	Contractor	wood,	1,800,000	PIB
		Provide teacher's desk (Kitsue)	Desks available	Menji Council		wood,	250,000	PIB

	MINADER	Grants to 09 farmers' groups	Grants received by groups	Delegation of Agriculture	labour, technicians	Seeds, plastic bags, tools, transport	9,000,000	PIB
		Renovation of SDARD	Renovated and is functional	Delegation of Agriculture	Contractor	Contractor	4,500,000	PIB
		Equipment/infrastructure for agriculture/livestock projects	Equipped and functional projects	Delegations of Livestock & Agriculture	Technicians, labour	Funds, machines, materials	20,000,000	ACEFA Programme
	Social Affairs	Purchase of apparatus for the disabled persons	Apparatus bought and distributed	Menji Council	Contractor	Contractor	350,000	PIB
		Provide Relief Assistance to needy persons	Assistance provided	Menji Council	Supplier	Materials	350,000	PIB
	Women Empowerment & Family Promotion	Equipment of Women Empowerment Centre	Equipped and functional centre	Delegation of Women's Empowerment	Contractor	Equipment/furniture	3,000,000	PIB
	Territorial Administration	Construction of retaining wall at SDO's residence	Constructed wall	SDO	Contractor	sand, cement, gravel, rods,	9,000,000	PIB
		Construction of Police Station	Constructed and functional station	SDO	Contractor	sand, cement, gravel, rods,	30,000,000	PIB

	Menji Council	Preparing the Communal development plan(CDP)	Plan produced and displayed	PNDP	Consultant		16,000,000	PNDP
		Payment of municipal support agents(technical and financial)	Payments made	PNDP	PNDP personnel	Materials		PNDP
		Payment of partial charges to sector ministries session(COME S)	Payments made	PNDP	PNDP personnel	Materials/funds	1,620,000	PNDP
		Payment of partial charges of contract management committee	Payments made			Materials/funds	1,620,000	PNDP
		Financial tax					1,500,000	PNDP
	<b>PNDP</b>						180,000	
	Secondary Education	Provision of potable water to GSS Lebuh Mbi Essoh Attah	Running taps in schools	Menji Council /local Population	labour, technicians	pipes,	3,500,000	PNDP/Local Population

		Provision of potable water to GSS Abebue Essoh Attah	Running taps in schools	Menji Council /local Population	labour, technicians	pipes, sand, cement, gravel, stones, rods	3,500,000	PNDP/Local Population
		Provision of potable water to GTC Fonge	Running taps in schools	Menji Council /local Population	labour, technicians	pipes, sand, cement, gravel, stones, rods	3,500,000	PNDP/Local Population
	Energy & Water	Repair & Extension of Water Ngoh Essoh Attah	Avalaible clean water	Menji Council /local Population	Technicians		1,030,000	PNDP/Local Population
		Replace pipes from Seat of Wisdom College to Mbeboh (Azi – Menji pipeline	Replaced and functional	Menji Council /local Population	labour, technicians	pipes, sand, cement, gravel, stones, rods	6,033,000	PNDP
		Repair sand filter at Azi	clean water made available	Menji Council /local Population	labour, technicians, community	sand, cement, gravel, stones, rods	2,394,500	PNDP
	Menji Council	Renovation of Council Building (present SDO's office)	Renovated and is functional	Menji Council	labour technicians community	sand, cement, gravel, stones, rods	7,255,455	PNDP

		Purchase and networking of computers and software	Computers installed and being used	Menji Council	Contractor	Machines, technical services		PNDP/council
		Construction of 10 stalls in Menji Market	Constructed and functional	Menji Council /traders	Contractor	sand, cement, gravel, stone, rods	3,500,000	PNDP/Market traders
		Equipment/furniture for Menji Health Centre Equipment/furniture for Ndungweh Health Centre	Equipped and functional	Menji Council /local Population	Contractor	Contractor	11,925,000	PNDP
	Basic Education	Provision of potable water at GS Nsoko	Made available and functional	Menji Council /local Population	Contractor	pipes,	3,506,100	PNDP/Local Population
		Provision of potable water at GS Atongeh	Made available and functional	Menji Council /local Population	Contractor	pipes,	2,250,000	PNDP/Local Population
		Provision of potable water at GS Quibeku	Running taps in schools	Menji Council /local Population	Contractor	pipes,	2,250,000	PNDP/Local Population
		Provision of potable water at GS Njentse Essoh Attah	Running taps in schools	Menji Council /local Population	Contractor	pipes,	1,049,000	PNDP/Local Population
							1,000,000	PNDP/Local Population

	Construction of 2 classrooms at Nzanchen	Classrooms constructed and functional	Menji Council/local population	Contractor	Sand, cement, stones	16,000,000	PNDP/Local population
	Construction of 2 classrooms at GS Njoagwi	Classrooms constructed and functional	Menji Council/local population	Contractor	Sand, cement, stones	16,000,000	PNDP/Local population
<b>Total</b>						<b>414,289,840</b>	

### 6.3.3 Operational plan for vulnerable population

Category of vulnerable persons	Envisaged Support	2011	2012	2013	Responsibility
Needy persons	Relief assistance to 50 persons	✓	✓	✓	Council/MINAS/NGOs/Development Associations
Physically disable	Mobility support to 20 persons	✓	✓	✓	Council/MINAS/NGOs/Development Associations
Associations of persons living with disabilities	Support for income generation for 2 associations		✓	✓	Council/MINAS/NGOs/Development Associations
Individuals with different disabilities	Support for income generating activities for 30 persons		✓	✓	Council/MINAS/NGOs/Development Associations
Associations of persons living with disabilities	Sensitisation campaigns against exclusion		✓	✓	MINAS staff/Lebialem Community Radio/Associations of disable/NGOs

#### 6.4 Contract Award Plan (Table 11)

Contracts for Works					Technical Specifications		Tender Bid File	
Description	Number of lots	N° Call for Tenders	Estimated Amount	Award Method	Service responsible	Date of deposit	Date of Assessment by tenders Board	Date of publication
Provision of potable water to GSS Lebuhmbi	1	N/A	2 987 400	Tender board	Menji Council	14/9/11	15/9/11	15/9/11
Provision of potable water to GTC Abebeue	1	N/A	3 500 000	Tender board	Menji Council	14/9/11	15/9/11	15/9/11
Provision of potable water to GTC Fonge	1	N/A	3 500 000	Tender board	Menji Council	14/9/11	15/9/11	15/9/11
Repairs and extension of water at Ngoh	1	N/A	1 030 000	Tender board	Menji Council	14/9/11	15/9/11	15/9/11
Replace pipes from SWC to Mbeboh (Azi/Menji pipeline) and ensure functioning of Ndasoa taps	1	N/A	4 000 000	Tender board	Menji Council	14/9/11	15/9/11	15/9/11

Repairs of sand filter at Azi	1	N/A	4 427 500	Tender board	Menji Council	14/9/11	15/9/11	15/9/11
Equipment/Furniture for Menji Health Centre	1	N/A	3 506 100	Tender board	Menji Council	14/9/11	15/9/11	15/9/11
Provision of potable water at GS Nsoko	1	N/A	2 250 000	Tender board	Menji Council	14/9/11	15/9/11	15/9/11
Provision of potable water at GS Atoangeh	1	N/A	2 250 000	Tender board	Menji Council	14/9/11	15/9/11	15/9/11
Provision of potable water at GS Quibeku	1	N/A	1 049 000	Tender board	Menji Council	14/9/11	15/9/11	15/9/11
Provision of potable water at GS Njentse Essoh Attah	1	N/A	1 000 000	Tender board	Menji Council	14/9/11	15/9/11	15/9/11
Menji Council Purchase and networking of computers/software	1	16/9/11	3,500,000	Tender Board	Menji Council	14/9/11	15/9/11	15/9/11
Basic Education Construction of 2 classrooms at Nzanchen	1	16/9/11	16,000,000	Tender Board	Menji Council	14/9/11	15/9/11	15/9/11

Construction of 2 classrooms at GS Njoagwi	1	16/9/11	16,000,000	Tender Board	Menji Council	14/9/11		
Total Cost (F CFA)			65,000,000				15/9/11	15/9/11

**Contract Award Plan Part Two**

Description	Opening of Envelopes		Award	Implementaion of Contract			Observatio n
	Date of opening of envelope by tender board	Date of submission of assessment report	Date of award by tender board	Amount of Contract	Date of Signature	Date of handing over of project	
Provision of potable water to GSS Lebuhmbi	16/9/11	16/9/11	16/9/11	2 987 400	23/9/11	31/12/11	
Provision of potable water to GTC Abebeue	16/9/11	16/9/11	16/9/11	3 500 000	23/9/11	31/12/11	
Provision of potable water to GTC Fonge	16/9/11	16/9/11	16/9/11	3 500 000	23/9/11	31/12/11	
Repairs and extension of water at Ngoh	16/9/11	16/9/11	16/9/11	1 030 000	23/9/11	31/12/11	

Replace pipes from SWC to Mbeboh (Azi/Menji pipeline) and ensure functioning of Ndasoa taps	16/9/11	16/9/11	16/9/11	4 000 000	23/9/11	31/12/11	
Repairs of sand filter at Azi	16/9/11	16/9/11	16/9/11	4 427 500	23/9/11	31/12/11	
Equipment/Furniture for Menji Health Centre	16/9/11	16/9/11	16/9/11	3 506 100	23/9/11	31/12/11	
Provision of potable water at GS Nsoko	16/9/11	16/9/11	16/9/11	2 250 000	23/9/11	31/12/11	
Provision of potable water at GS Atoangeh	16/9/11	16/9/11	16/9/11	2 250 000	23/9/11	31/12/11	
Provision of potable water at GS Quibeku	16/9/11	16/9/11	16/9/11	1 049 000	23/9/11	31/12/11	
Provision of potable water at GS Njentse Essoh Attah	16/9/11	16/9/11	16/9/11	1 000 000	23/9/11	31/12/11	
Menji Council Purchase of computers and networking	16/9/11	16/9/11	16/9/11	3,500,000	23/9/11	31/12/11	

Construction of 2 classrooms at Nzanchen	16'9/11	16/9/11	6/9/11	16,000,000	23/9/11	31/12/11		
Construction of 2 classrooms at GS Njoagwi	16'9/11	16/9/11	6/9/11	16,000,000	23/9/11	31/12/11		
Total Cost (F CFA)				<b>65,000,000</b>			<b>0%</b>	

## **CHAPTER SEVEN**

### **Follow up and Evaluation Mechanism**

7.1 *Composition and functioning of committee in charge of monitoring and evaluation of the CDP*

7.2 A monitoring and evaluation plan has been envisaged for the follow up of the Menji Communal development plan. A follow up committee was set up with the following functions:

- follow up the implementation of projects identified and selected in the 2011 investment plan of the Communal development plan;
- ensure the respect of quality, cost and time standards for the effective delivery of the projects;
- ensure necessary adjustments are made to project implementation;
- participate in updating the annual investment plan for the subsequent year.

The committee shall work with the sector heads and the civil society. The committee is composed as follows:

Chairman:	Fualeke Teku Fuanyi
Vice Chairman:	Atem John Nwafua
Secretary:	Chief Nkemtba Joseph T
Members:	<ul style="list-style-type: none"><li>✓ Nkemaka Ernest</li><li>✓ Etiendem Kungang George</li><li>✓ Divisional Delegate MINADER</li><li>✓ Chief Forchap Philip</li><li>✓ Alemngu Anastasia</li></ul>

#### *7.2.1 Monitoring and evaluation system and indicators (in relation to the AIP)*

The monitoring and evaluation system is based on a plan to be implemented by the council development agent and finance staff who shall be principally in charge of monitoring and reporting to the council executive, the ,monitoring and evaluation committee, PNDP and other stakeholders and partners.

Various tools, including forms, project progress sheets and reports, observation checklists, key informant interviews shall be used. Feedback and review meetings shall be held with the beneficiary communities, project contractors monitoring committee, council executive and the PNDP and other stakeholders.

All project records shall be properly stored while a public notice board should be provided for posting pictures and other plan realization news.

End of project evaluation will be carried out to determine the extent to which the various project impacts were realized. It is recommended that this should be done in the short term - about 6 months to 1 year after the project completion. Beneficiary community participation in the process and the result sharing is highly encouraged.

The table below provides a guide for the monitoring of the projects earmarked in the annual investment plan for 2011.

*Table 12: Format for plan monitoring*

Activity	Output Indicators	Envisaged end date	Achieved	% Variance	Reasons for variance
Provision of potable water to GSS Lebuhmbi	Interruption chamber, pipeline, 1 stand tap	31 Dec 2011			
Provision of potable water to GTC Abebue	1 catchment, 1 pipeline, 1 stand tap	31 Dec 2011			
Provision of potable water to GTC Fonge	Interruption chamber, pipe line, stand tap	31 Dec 2011			
Repairs and extension of water at Ngoh	Pipe line, 4 stand taps	31 Dec 2011			
Replace pipes from SWC to Mbeboh (Azi/Menji pipeline) and ensure functioning of Ndasoa taps	Pipelines, 4 stand taps	31 Dec 2011			
Repairs of sand filter at Azi	Functioning sand filter	31 Dec 2011			
Equipment/Furniture for Menji Health Centre	1 incinerator, 10 benches, 10 chairs, 5 iron beds and plastic mattresses, 5 bed side lockers, 5 bed sheets & pillow cases, 5 pillows with plastic covers,	31 Dec 2011			

Provision of potable water at GS Nsoko	1 storage tank, pipe line, interruption chamber, 1 stand tap	31 Dec 2011			
Provision of potable water at GS Atoangeh	1 catchment 1 storage tank, pipe line, interruption chamber, 1 stand tap	31 Dec 2011			
Provision of potable water at GS Quibeku	pipe line, 1 stand tap	31 Dec 2011			
Provision of potable water at GS Njentse Essoh Attah	1 catchment, 1 storage tank, pipe line, 1 stand tap	31 Dec 2011			
Menji Council purchase and networking of computers	3 computers, network	31 Dec 2011			
Construction of 2 classrooms at Nzanchen	2 functional classrooms	31 Dec 2011			
Construction of 2 classrooms at Njoagwi	2 functional classrooms	31 Dec 2011			

### Tools and frequency of reporting

The table below suggests some tools to be used in the monitoring of the annual investment plan

*Table 13: Tools for monitoring and evaluation*

Tools	Frequency of use
a) For Monitoring	
Data collection forms	During monthly field visits
Observation checklists	During monthly field visits
Visual/audio stimuli ( photographs, tape recordings)	During monthly field visits
Interviews of key informants	During monthly field visits
b) For Evaluation	
Questionnaires	6 months to 1 year after end of project
Focus Group Discussions	6 months to 1 year after end of project
Interviews	6 months to 1 year after end of project

### *7.3 Review of the CDP and mechanism for the preparation of the next AIP*

At the end of each year, preferably before the next council annual budget is drawn up and adopted, the council executive should organize a review and planning workshop to present the results of the CDP implementation for the year. The participants at this workshop should include councilors, government technical services, the monitoring and evaluation committee, representatives of stakeholders and the PNDP.

During the workshop progress in the implementation of the AIP will be reviewed and recommendations made for updating the next year's AIP. The AIP should of necessity be an integral part of the annual budget for the council for the next fiscal year. This will ensure the respect and continuous use of the CDP

It is recommended that an external facilitator be engaged to moderate the review and planning workshop.

## **CHAPTER EIGHT**

### **COMMUNICATION PLAN OF THE CDP**

Menji Council will engage in a vigorous marketing campaign in order to ensure sustained local ownership for the communal development plan. It will also need to do this so as to sell the plan to potential investors and funding partners. For this purpose the following strategies are envisaged:

- Make a hundred CD copies of the plan to distribute to local and international development organisations and partners such as embassies, NGOs, development associations, churches and private economic operators.
- Upload the plan on the proposed council web site and ensure that it is linked to local government and development portals.
- Sponsor and provide weekly content for a programme on Lebialem Community Radio.
- Conduct annual opinion surveys on plan implementation and give public feedback during council sessions, public hearings, press releases and radio programmes.

## **CHAPTER NINE**

### **CONCLUSION**

The communal development plan for Menji Council area provides an excellent tool for orientating development action in the municipality. It offers an opportunity for dialogue and joint planning between the council, government technical services, development associations and NGOs working in the area. This should help to maximise the use of resources by avoiding overlap and duplication.

The plan should also help promote citizen engagement in local governance as the various villages try to mobilise resources while seeking the support of the council and the government technical services.

The plan is however a plan and therefore needs to be regularly adjusted and updated based on changing realities. Finally, the Menji Council will need to build its capacity for better project management and resource mobilisation in order to achieve the objectives of this ambitious plan.

## ANNEXES

### Annex I

#### Project Presentation Sheets

No 4.2.3	<b>Project</b> Provision of potable water at GS Atongeh	<b>Sectors</b> Basic Education, Public Health, Water & Energy																
<b>Brief description of the project</b>																		
As a centre of development in the Atongeh area, the school has no potable water. The provision of potable water in the school will not only serve the school community, it will go to serve the whole community that does not have any safe drinking water. The project entails bringing pipe-borne water to the school by gravity and erecting stand pipes with taps.																		
<b>Expected results</b> Increased access to potable water Reduced risk of water borne diseases																		
<b>Possible actors</b> School authorities PTA Local population Menji Council																		
<b>Possible contributors to the project</b> PTA PNDP Menji council Local population The elite																		
<b>Pre-conditions</b> Existence of water catchments Supply of local materials																		
<b>Risk factors</b> Poor supervision of works																		
<b>Estimated expenses</b> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Construction of reservoirs</td> <td style="width: 40%;">600.000</td> </tr> <tr> <td>Purchase of pipes</td> <td>500.000</td> </tr> <tr> <td>Transportation</td> <td>100.000</td> </tr> <tr> <td>Purchase of cement</td> <td>150.000</td> </tr> <tr> <td>Purchase of sand</td> <td>200.000</td> </tr> <tr> <td>Purchase of accessories</td> <td>200.000</td> </tr> <tr> <td>Labour</td> <td>500.000</td> </tr> <tr> <td><b>Total</b></td> <td><b>2.250.000</b></td> </tr> </table>			Construction of reservoirs	600.000	Purchase of pipes	500.000	Transportation	100.000	Purchase of cement	150.000	Purchase of sand	200.000	Purchase of accessories	200.000	Labour	500.000	<b>Total</b>	<b>2.250.000</b>
Construction of reservoirs	600.000																	
Purchase of pipes	500.000																	
Transportation	100.000																	
Purchase of cement	150.000																	
Purchase of sand	200.000																	
Purchase of accessories	200.000																	
Labour	500.000																	
<b>Total</b>	<b>2.250.000</b>																	
<b>Implementation period</b> Year 2011																		
<b>Impact period</b> 2012, immediately after completion of the project																		

No 4.2.3	<b>Project</b> Provision of potable water at GS Quibeku	<b>Sectors</b> Basic Education, Public Health, Water & Energy
<b>Brief description of the project</b>		
As a centre of development in the Quibeku area, the school has no potable water. The provision of potable water in the school will not only serve the school community, it will go to serve the whole community that does not have any safe drinking water. The project entails bringing pipe borne water to the school by gravity and erecting stand pipes with taps.		
<b>Expected results</b> Reduced risk of water borne diseases		
<b>Targeted groups</b> Pupils of Government School Quibeku and the		

Increased access to potable water	local community																
<b>Possible actors</b> School authorities PTA Local population Menji Council	<b>Possible contributors to the project</b> PTA PNDP Menji council Local population The elite																
<b>Pre-conditions</b> Interest of the government and the municipality Interest of other stakeholders Existence of water catchment and local materials	<b>Risk factors</b> Lack of financial resources																
<b>Estimated expenses</b> <table><tr><td>Construction of reservoirs</td><td>200.000</td></tr><tr><td>Purchase of pipes</td><td>165.000</td></tr><tr><td>Transportation</td><td>50.000</td></tr><tr><td>Purchase of cement</td><td>100.000</td></tr><tr><td>Purchase of sand</td><td>100.000</td></tr><tr><td>Purchase of accessories</td><td>85.000</td></tr><tr><td>Labour</td><td>250.000</td></tr><tr><td><b>Total</b></td><td><b>1.049.000</b></td></tr></table>	Construction of reservoirs	200.000	Purchase of pipes	165.000	Transportation	50.000	Purchase of cement	100.000	Purchase of sand	100.000	Purchase of accessories	85.000	Labour	250.000	<b>Total</b>	<b>1.049.000</b>	
Construction of reservoirs	200.000																
Purchase of pipes	165.000																
Transportation	50.000																
Purchase of cement	100.000																
Purchase of sand	100.000																
Purchase of accessories	85.000																
Labour	250.000																
<b>Total</b>	<b>1.049.000</b>																
<b>Implementation period</b> Year 2011	<b>Impact period</b> 2012, immediately after completion of the project																

No 4.2.3	<b>Project</b> Provision of potable water at GS Njentse Essoh Attah	<b>Sectors</b> Basic Education, Public Health, Water & Energy				
<b>Brief description of the project</b> As a centre of development in the Njentse Essoh Attah area, the school has no potable water. The provision of potable water in the school will not only serve the school community, it will go to serve the whole community that does not have any safe drinking water. The project entails bringing pipe-borne water to the school by gravity and erecting stand pipes with taps.						
<b>Expected results</b> Increased access to potable water Reduced risk of water borne diseases	<b>Targeted groups</b> Pupils/teachers of Government School Njentse Essoh Attah and the local community					
<b>Possible actors</b> School authorities PTA Menji Council Contractor	<b>Possible contributors to the project</b> PTA PNDP Menji council Local population The elite					
<b>Pre-conditions</b> Existence of water catchment Supply of local materials	<b>Risk factors</b> Poor supervision of works					
<b>Estimated expenses</b> <table><tr><td>Construction of reservoirs</td><td>200.000</td></tr><tr><td>Purchase of pipes</td><td>150.000</td></tr></table>	Construction of reservoirs	200.000	Purchase of pipes	150.000		
Construction of reservoirs	200.000					
Purchase of pipes	150.000					

Transportation	50.000
Purchase of cement	150.000
Purchase of sand	125.000
Purchase of accessories	75.000
Labour	250.000
<b>Total</b>	<b>1.000.000</b>
<b>Implementation period</b>	<b>Impact period</b>
Year 2011	2012, immediately after completion of the project

No 4.2.3	<b>Project</b> Provision of potable water at GS Nsoko	<b>Sectors</b> Basic Education, Public Health, Water & Energy
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**Brief description of the project**

As a centre of development in the Nsoko area, the school has no potable water. The provision of potable water in the school will not only serve the school community, it will go to serve the whole community that does not have any safe drinking water. The project entails bringing pipeborne water to the school by gravity and erecting stand pipes with taps.

<b>Expected results</b> Increase access to potable water Reduced risk of water borne diseases	<b>Targeted groups</b> Pupils of Government School Nsoko and the local community
<b>Possible actors</b> School authorities PTA Local population Menji Council Contractor	<b>Possible contributors to the project</b> PNDP Menji council Local population The elite
<b>Pre-conditions</b> Existence of water catchment Supply of local materials	<b>Risk factors</b> Poor supervision of works

<b>Estimated expenses</b>	
Construction of reservoirs	600.000
Purchase of pipes	500.000
Transportation	100.000
Purchase of cement	150.000
Purchase of sand	200.000
Purchase of accessories	200.000
Labour	500.000
<b>Total</b>	<b>2.250.000</b>
<b>Implementation period</b>	<b>Impact period</b>
Year 2011	2012, immediately after completion of the project

No 4.3.1	<b>Project</b> Construction of 2 classrooms	<b>Sectors</b> Basic Education
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<b>Brief description of the project</b>	
...School has only... classrooms which meet the norms for a pupil population of.... This makes teaching and learning difficult and thus hinders good performance in school. The project entails constructing two classrooms which meet the national standards to improve on this situation.	
<b>Expected results</b> Two classrooms constructed	<b>Targeted groups</b> Pupils of Government School ...and the local community
<b>Possible actors</b> School authorities PTA Local population Menji Council Contractor	<b>Possible contributors to the project</b> PNDP Menji council Local population The elite
<b>Pre-conditions</b> Supply of local materials	<b>Risk factors</b> Poor supervision of works
<b>Estimated expenses</b> <b>Materials</b> <b>Labour</b> <b>Total</b>	<b>16.000.000</b>
<b>Implementation period</b> Year 2011	<b>Impact period</b> 2012, immediately after completion of the project

No 5.4.3	<b>Project</b> Purchase of equipment/furniture for Menji Health Centre	<b>Sector</b> Public Health
<b>Brief description of the project</b>		
There is only one health centre in the Menji urban, despite its relatively large population size. Moreover, other neighbouring villages at the periphery of the town rely on this sole health centre. This project entails the purchase of equipment and furniture to improve on care delivery at the centre.		
<b>Expected results</b> Improved health care service Improved working conditions for health centre staff		<b>Targeted groups</b> Menji population
<b>Possible actors</b> Health Area Health Management Committee Health Centre authorities Menji council Supplier		<b>Possible contributors to the project</b> PNDP Menji council
<b>Pre-conditions</b> Improved functioning of Health committee		<b>Risk factors</b> Inadequate control of supplies
<b>Estimated expenses</b> Equipment 1.506.100		

Furniture	1.500.000
Transportation	200.000
Installation	300.000
<b>Total cost</b>	<b>3.506.100</b>

No 6.3.2	<b>Project</b> Repair of sand filter at Azi	<b>Sectors</b> Water & Energy, Public Health
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**Brief description of the project**

The project is aimed at providing sufficient and safe potable water to the Menji urban town. The existing sand filter is broken down thus affecting the quality of water that is distributed to Azi, the villages adjacent to the pipeline and Menji urban town. The project entails repairing the sand filter at Azi to render the water quality safer.

<b>Expected results</b> Improved quality of water Reduced risk of water borne diseases	<b>Targeted groups</b> The population along the pipeline from Azi to Menji
<b>Possible actors</b> Local population Menji Council Contractor	<b>Possible contributors to the project</b> PNDP Menji council Local population
<b>Pre-conditions</b> Supply of local materials	<b>Risk factors</b> Poor supervision of works

**Estimated expenses**

Cement	900.000
Sand	900.000
Accessories	827.500
Pipes	400.000
Labour	1.000.000
Transportation	400.000
<b>Total</b>	<b>4.427.500</b>

<b>Implementation period</b> Year 2011	<b>Impact period</b> 2012, immediately after completion of the project
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No 7.1.4	<b>Project</b> Repair and extension of water to Ngoh Essoh Attah	<b>Sectors</b> Water & Energy, Public Health
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**Brief description of the project**

The project is aimed at ensuring regular flow of potable water to the community. It entails the repair of broken pipes and extension of the water supply to more neighbourhoods in the Ngoh area. The project will benefit the whole community.

<b>Expected results</b> More regular flow of potable water in the community Increased access to potable water Reduced risk of water borne diseases	<b>Targeted groups</b> The Ngoh Community in Essoh Attah
<b>Possible actors</b> Traditional authorities	<b>Possible contributors to the project</b> Menji Council

Local population Menji Council	PNDP Local population The elite
<b>Pre-conditions</b> Supply of local materials by community	<b>Risk factors</b> Poor supervision of works
<b>Estimated expenses</b>	
Pipes	350.000
Cement	100.000
Sand	250.000
Accessories	130.000
Labour	200.000
<b>Total</b>	<b>1.030.000</b>
<b>Implementation period</b> Year 2011	<b>Impact period</b> 2012, immediately after completion of the project

No 8.1.3	<b>Project</b> Provision of potable water to GTC Abebeue, Essoh Attah	<b>Sector(s)</b> Secondary Education, Public Health, Water &Energy
<b>Brief description of the project</b> The Government Technical College Abebeue Essoh Attah is the only post primary school in the area. As a centre of development in the area, the school has no potable water. The provision of potable water in the school will not only serve the school community, it will also serve the adjacent community that does not have save drinking water. The project involves extending pipe borne water to the school campus and constructing stand pipes with taps.		
<b>Expected results</b> Increased access to potable water Reduced risk of water borne disease	<b>Targeted groups</b> Students/teachers of GTC Abebeue, Essoh Attah and the neighbouring communities	
<b>Possible actors</b> School authorities PTA Menji Council Contractor	<b>Possible contributors to the project</b> PTA PNDP Menji council Local population The elite	
<b>Pre-conditions</b> Existence of water catchment Supply of local materials by PTA	<b>Risk factors</b> Poor supervision of works	
<b>Estimated expenses</b>		
Construction of reservoirs	1.000.000	
Purchase of pipes	750.000	
Transportation	100.000	
Purchase of cement	250.000	
Purchase of sand	500.000	
Purchase of accessories	200.000	
Labour	700.000	
<b>Total</b>	<b>3.500.000</b>	

<b>Implementation period</b> Year 2011	<b>Impact period</b> 2012, immediately after completion of the project
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No 8.1.4	<b>Project</b> Provision of potable water to GTC Fonge	<b>Sectors</b> Secondary Education, Public Health, Water &Energy
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**Brief description of the project**

The Government Technical College is the only post primary school in the area. As a centre of development in the area, the school has no potable water. The provision of potable water in the school will not only serve the school community, it will go to serve the whole community that does not have safe drinking water. The project involves extending pipe borne water to the school campus and constructing stand pipes with taps.

<b>Expected results</b> Increased access to potable water Reduced risk of water borne diseases	<b>Targeted groups</b> Students/teachers of Government Technical College Fonge and the local community
<b>Possible actors</b> School authorities PTA Menji Council Contractor	<b>Possible contributors to the project</b> PTA PNDP Menji Council Local population The elite
<b>Pre-conditions</b> Supply of local materials by local population	<b>Risk factors</b> Poor supervision of works
<b>Estimated expenses</b>	
Construction of reservoirs	1.000.000
Purchase of pipes	750.000
Transportation	100.000
Purchase of cement	250.000
Purchase of sand	500.000
Purchase of accessories	200.000
Labour	700.000
<b>Total</b>	<b>3.500.000</b>
<b>Implementation period</b> Year 2011	<b>Impact period</b> 2012, immediately after completion of the project

No 8.2.7	<b>Project</b> Provision of potable water to GSS Lebuh Mbi	<b>Sector(s)</b> Secondary Education, Public Health, Water& Energy
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**Brief description of the project**

The Government Secondary school Lebuh Mbi is the only post primary school in the Nwenchen area. As a centre of development in the area, the school has no potable water. The provision of potable water in the school will not only serve the school community, it will go to serve the adjacent community that does not have safe drinking water. The project involves extending pipe borne water to the school campus and constructing stand pipes with taps.

<b>Expected results</b> Increased access to potable water Reduced risk of water borne diseases	<b>Targeted groups</b> Students/teachers and adjacent community of Lebuh Mbi Secondary School
<b>Possible actors</b> School authorities PTA Menji Council Contractor	<b>Possible contributors to the project</b> PNDP Menji Council PTA Local population The elite
<b>Pre-conditions</b> Existence of water catchment Supply of local materials by PTA & local population	<b>Risk factors</b> Poor supervision of works
<b>Estimated expenses</b> Construction of reservoirs 1.000.000 Purchase of pipes 750.000 Transportation 100.000 Purchase of cement 250.000 Purchase of sand 500.000 Purchase of accessories 200.000 Labour 700.000 <b>Total</b> 3.500.000	
<b>Implementation period</b> Year 2011	<b>Impact period</b> 2012, immediately after completion of the project

No MC. 1.5.1.	<b>Project</b> Renovation of Council Building (present SDO's office)	<b>Sector</b> <b>Menji Council Institutional Development</b>
<b>Brief description of the project</b> The project is aimed at providing more buildings to house council services such as the civil status registry, the library and archives.		
<b>Expected results</b> Better working space for the staff Improved council services to users More secure preservation of records and books	<b>Targeted groups</b> Council staff Users of council services	
<b>Possible actors</b> Menji Council authorities and staff Contractor	<b>Possible contributors to the project</b> PNDP Menji Council Donors	
<b>Pre-conditions</b> SDO's services move to their new office block	<b>Risk factors</b> Delay in evacuation of building by the SDO's services Poor supervision of works	
<b>Estimated expenses</b> Cement 250.000 Paint 1.200.000		

Accessories	955.455
Labour	700.000
Furniture	2.000.000
Equipment	2.000.000
Transportation	350.000
<b>Total</b>	<b>7.255.455</b>
<b>Implementation period</b>	<b>Impact period</b>
Year 2011hy	2012, immediately after completion of the project

No MC 4.1	<b>Project</b> Purchase of computers and software and installation of networking system in the Menji Council office	<b>Sector</b> Menji Council Institutional Development
<b>Brief description of the project</b>		
The project is to purchase and install computers and network them in the Menji council office. This will facilitate processing and storage of information and thus improve on the council's management information system.		
<b>Expected results</b> Improved communication network in the office Improved data and information management Reduced work stress in the office Reduced delays in preparation f budgets and accounting statements	<b>Targeted groups</b> Menji Council staff and authorities Users of council services	
<b>Possible actor</b> Menji Council authorities Council Staff Service provider	<b>Possible contributors to the project</b> PNDP Menji council	
<b>Pre-conditions</b> Council is disposed to train staff on IT	<b>Risk factors</b> Inadequate commitment of the executive and staff to the effective use of IT	
<b>Estimated expenses</b> 5 Computer sets 2.250.000 Computer software 350.000 Installation 200.000 Accessories 500.000 Labour 200.000 <b>Total</b> 3.500.000		
<b>Implementation period</b> Year 2011	<b>Impact period</b> 2012, immediately after completion of the project	

MC27.1.1	<b>Project</b> Construction of 10 stalls in	<b>Sectors</b> Menji Council, Commerce, Agriculture &
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	Menji Market	Livestock
<b>Brief description of the project</b>		
This market is the main commercial structure in the Menji town in particular and the Menji municipality as a whole. The market was partially constructed in the past but even those structures do not meet the minimum standards. The project entails the construction of the standard lock up stalls which would improve on the quality of the facility while enabling the council to earn more revenue from the structure.		
<b>Expected results</b> More market stalls available Increased revenue for the council More jobs created in the trade sector	<b>Targeted groups</b> Market traders The population of the municipality	
<b>Possible actors</b> Market traders Menji council	<b>Possible contributors to the project</b> PNDP Menji council Market traders	
<b>Pre-conditions</b> A proper plan for Menji market is drawn	<b>Risk factors</b> Poor supervision of works	
<b>Estimated expenses</b> Cement 3.000.000 Sand 1.000.000 Zinc 2.500.000 Timber 2.000.000 Miscellaneous 3.425.000 <b>Total cost</b> <b>11.925.000</b>		
<b>Implementation period</b> Year 2011	<b>Impact period</b> 2012, immediately after completion of the project	



