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OF SCIENCES AND LITERATURE

**The Sociocultural and Economic impacts of Tourism
Development in Bamenda, North West Region
of Cameroon**

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DEDICATION

To my parents

Rev. Jacob Acha Ufeingwei , Lea Ambonek Ufeingwei

and

to my daughter

Leana Grace Ambonek Akabi.

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LISTS OF ABBREVIATIONS AND ACCRONYMS

Abbreviation\ Accronyms	Full meaning
AIDS	: Acquire Immune Deficiency Syndrome
A/L	: Advance Level
BICEC	: Banque Internationale du Cameroun pour l`Epargne et le Crédit
CAMTEL	: Cameroon Telecommunications
CBT	: Community Based Tourism
CEMAC(ECCAS)	: Economic and Community of Central African States
CIG	: Common Initiative Group
CRTV	: Cameroon Radio and Television
Dr	: Doctor
FOM	: Front Office Manager
GBHS	: Government Bilingual High School
GCE	: General Certificate of Education
GM	: General Manager
GTC	: Global Total Cost
GTCTI	: Global Total Cost Tax included
Ha	: Hectares
HND	: Higher National Diploma
LTC	: Leisure Tourism Centre
IT	: Information Technology
MINTOURL	: Ministry of Tourism and Leisure
MINEP	: Ministry of Environment and Nature Protection
Mr.	: Mister
Mrs	: Madam
MTN	: Mobile Telephone Network
NFC	: National Financial Credit
NGO	: Non-Governmental Organization
NWR	: North West Region
Pax	: Person
Qty	: Quantity
SGBC	: Societé Générale de Banques au Cameroun
STD	: Sexually Tranmitted Diseases
SWOT	: Strengths Weaknesses Opportunities and Threats
TV	: Television
TB	: Tourism Board
UNWTO	: United Nations World Tourism Organization
UYI	: University of Yaounde I
VAT	: Value Added Tax
WTTO	: World Tourism and Travel Organization

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ABSTRACT

The tourist town of Bamenda is a representation of the rich tourism mosaic of the North West Region. It demonstrated great need to assess the impact of valorizing tourism in this city through the establishment of a tourism center after a feasibility study carried out in Bamenda. The need to ascertain this urge for such a project required a thorough assessment and appraisal of the actual state of affairs of the tourism industry in the region.

As a result of an in-depth examination of the entire hospitality industry in the region and taking into consideration the general tourism potentials, infrastructures, actors, tourism supply and demand, it was realized there was a need for the creation of such a center in Bamenda. How then was this center going to be established, what unique products and services was it going to offer? And what management techniques and financial resources were needed to realize the project and what impact was the project going to have on the economy of Bamenda?

The answers to these preoccupations above paved the way for the conception and setting up of a tourism center in Bamenda with the objective to provide unique and excellent products and services professionally designed following a competent and vibrant human resource team and marketing strategies put in place. As a result, it was established that the total cost of the project was arrived at (Four Hundred and Ninety-Nine Million, three Hundred and Fifty-Eight thousand Six hundred Francs CFA (499,358,600) FCFA.

However, it was also realized that though the establishment of a tourism center in Bamenda was going to yield enormous profits and benefits to the general public, it was also established that the project was not going to function without negative impacts resulting from its activities.

GENERAL INTRODUCTION

CONTEXT

In recent years, the international community is faced with enormous challenges in seeking solutions to control the degree of emission of toxic gases. This is as a result of the consistent inhuman effects of climate change and global warming. The controversy over technological development and effects of emission gases has gradually stimulated and urged many nations to value and admire the supreme position the hospitality industry occupies in their economies and the international scene as a smokeless and lucrative industry. The tourism industry is considered as one of the most flourishing and emerging industries in the world with international receipt growing by above 10%, over the last decade.¹ This industry is credited for generating many employment opportunities, increases foreign exchange earnings and enhances tourism infrastructural facilities of countries destinations. Moreover, tourism is an agent to reinforce social exchanges, bridging gaps between nations, regions and continents, through socio-cultural and economic encounters which lead to cooperation and understanding amongst peoples over the world, strengthening world peace and social order, thus the popular slogan, “tourism, passport for peace”²

Accordingly, the contributions of the tourism industry in the Gross Domestic Products and exports in many African countries have improved overtime. As identified in the 2012 world tourism organization report, there has been significant growth of about 4% in the level of international tourist arrivals in Africa despite the global economic meltdown in 2008 that has greatly affected tourist arrivals to Europe and Asia negatively.³

In Cameroon, nature has made it that the country is situated in the heart of Africa. It is equally blessed with a bit of all the rich continental resources; natural and human, amongst

¹“World Tourism Organization Report”, 2012, p. 19

² Ibid, p. 20

³ Ibid, p.21

which are tourists' resources. As such, it is described by the international community as "Africa in miniature", or "All Africa in one country"⁴. As such, Cameroonians are proud to hear such wonderful attributions and appellations about their country. However, in order to sustain this supreme stance and reap the economic values of tourism, there is need to put in place measures gearing towards securing a greater share in the global tourism market. In this regard, the government of Cameroon through the Ministry of tourism and leisure has been safeguarding enormously this vision though relatively slow by putting enough attention and resources in the development of this industry. The diversity in this vision culminated in the qualification of Cameroon as a tourist destination by the world tourism organization in 2010⁵. Moreover, the government is equally doing much to put in place qualitative and quantitative human resources that will help in the realization of this dream. Amongst these are the Bachelor and Master's Degree programs in Tourism and Hotel Management in the University of Yaounde I which the author of this work is a product.

However, despite this attainment and qualification as a tourist destination, Cameroon still has a lot to do in order to make its tourist resources competitive and ready for consumption. This endeavor needs to be applied in general terms to develop and improve all resources that contribute to the growth of the tourism industry. This will involve a diagnosis of tourists' resources over the national territory so as to identify those areas that require development and the specific tourism types that are to be implemented in certain areas. This work seeks to make its contribution in the development of tourism in Cameroon through the establishment of a tourism center in Bamenda, North West Region of Cameroon.

Scope and limitation of the research

The geographical and contextual setting which characterizes the environment of research involves the area which constitutes the surface area of the city of Bamenda, in the North West Region of Cameroon. The indoors products and services of the project which are to create an enormous benefit to the population will be confined in the center. Moreover, the scope of the research will be extended to include other specific natural tourist attractions out of the center in other parts of the region through tour circuits.

⁴ Aaron Niba, *Modern Geography of the Republic of Cameroon*, Second edition, Muma press, Bamenda, 1987, p. 62.

⁵World Tourism Organization, 2010, p. 47.

Justification of the project

It is the optimum wish of the world community to promote and develop tourism in all its types and forms due to the economic and socio-cultural benefits the tourism industry provides.

The choice of Bamenda was established from the fact that when we conducted our feasibility studies in the North West region, we realized that although Bamenda stands as the political and economic capital of this Region, the existence of adequately professionalized tourism centers was still a dream to come true. Furthermore, it was also observed that Bamenda hosts about 95% of the tourism indicators and basic infrastructures of the Region. Thus, we thought it very strategic to establish the enterprise in Bamenda so the benefits resulting from tourism development will be felt by the entire city dwellers.

Research questions

For this research to be carried out successfully, the resercher designed some questions that were going to serve as guiding instruments to accomplish the research desired goals and objectives such as

1. What was the current background and nature of the tourism industry in Bamenda, North West Region Cameroon?
2. Are there adequate tourism potentials in Bamenda and its environs which could create major improvements on the community through tourism products and services if valorized?
3. What impacts will such a project create on the population of Bamenda?
4. What characterizes the uniqueness of the products of such a center?
5. What is the total cost and envisaged profit margins of such a center?
6. What are the marketing strategies to be implemented and what results will come out from establishing the project?

Hypothesis

These are established expected results or outcomes of the research s objectives and goals.

1. The establishment of a tourism center in Bamenda will revive and boost the entire tourism industry in particular and the general economy in general.
2. The establishment of this center will be highly welcome by the population.
3. The broad variety of our outdoor and indoor services will greatly provide amazing products and services to our customers.
4. The conception, implantation and management of the project will determine its total profit margins.
5. The success of such a tourism center will require a broad marketing strategy.
6. That the project`s activities may provoke enormous opportunities as well as undesirable effects.
7. Strategies will be put in place to mitigate the negative effects of the project while ensuring its efficient monitoring and evaluation.

Statement of the problem

The statement of the problem in research is a stated concise decision of the researcher which identifies a specific relevant problem, evaluates the gap and come out with some measures that could remedy the situation by seeking solutions. The case of Bamenda stands out that although this region of Cameroon is prominent for tourism in general and cultural tourism in particular, the population or community was not reaping any benefits from these resources until they were valorized. The lapses identified from feasibility studies spurred the researcher to come out with a research concept for the valorization and promotion of tourism through the establishment of a tourism center in Bamenda. With regard to the problem stated, this project is intended to transform the rich underdeveloped tourism potential of the region through the establishment of a tourism center which will be placed at the disposal of the general public and some professional products and services and will also create sustainable impact that will improve the lives of the local populations.

Objectives of the research

This consists of what the research plans to achieve as goals. In the conception of this project, two objectives were taken into consideration which is the major and minor objectives.

Major objective

The main objective of this project is to create a tourism center in Bamenda which will provide excellent products and services to the population of the North West Region, Cameroon and the international community bearing in mind that the long-term consequences will lead to a general boost of the economy, employment opportunities, sensitization and promotion of sustainable tourism in the region.

Specific objective

This project is also intended to demonstrate the candidate`s ability to relate theoretical and practical concepts which is the focus of the entire training and which leads to career building in the field of study.

Significance of the research

There has been no academic endeavor that would not create any impact or contribution to global research. As such, the importance of this research cannot be underestimated for the following reasons.

The project will serve as a broad-based contribution to the limited literature review in the area of tourism in the North West Region in particular and Cameroon in General.

The realization of the project will provide job opportunities that will have a multiplier effect on the local communities.

Many subsidiary tourism industries will emerge thus improved standards of living will be witnessed.

A variety of tourism products and clusters will give rise to intercultural exchanges amongst people of different parts of the world thus reinforcing international Peace and Cooperation.

LITERATURE REVIEW

Little has been written about tourism in Bamenda in particular and North West Region in general. However, the optimum quest for this review of literature gave the opportunity for this researcher to lay hands on some published and unpublished books that were exploited.

Mercy Apiamba Chefor⁶ in her project entitled “Promotion of Ecotourism in Lake Awing” surfaces the importance or necessity of developing ecotourism in this area and in other mountainous regions in A wing. According to her, this tourism type if practiced was going to enhance the preservation of the environment. Nevertheless, her work has contributed immensely with basic resource information about the development of ecotourism in Lake Awing. However, it could be added that the implementation of other forms of tourism could equally guarantee the safety of the environment in Lake Awing and the entire region. Such is the establishment of a tourism center in Bamenda which this work seeks to implement.

Jude Mainimo Mohmekwe⁷ in his project entitled “The creation of a Common Initiative Group (CIG) for the conception of tourists products and promotion of tourism in Muyuka Sub-Division” emphasizes the strategic position of Muyuka which is located Midway between Douala and Kumba. But unfortunately, it poses a problem to him why tourism is not practiced there as the main income generating activity of the local population as is the case with other break-off-journey towns such as kem-kem along the Douala-Bamenda and Makene along the Yaounde Bamenda highways. He stresses that the reason for this was the existence of unqualified tourism professionals, inadequate reception tourism facilities, ignorance on the part of the local population and authorities of decentralized territorial collectivities. According to him, this project was put in place so as to remedy the situation. However, this initiative if empowered adequately will be able to serve the needs of the people but the creation of a tourism center in Bamenda

⁶ Mercy Apiamba Chefor, “Promotion of Ecotourism in Lake Awing”, A dissertation for the award of a professional Bachelor Degree in Tourism and Hotel Management, University of Yaounde I, 2009.

⁷Jude Mainimo Mohekwe “The creation of a common Initiative Group for the conception of tourists products and promotion of Tourism in Muyuka Sub-Division”, A dissertation for the award of a post graduate Degree (Maîtrise) in Geography, University of Yaounde I, 2002.

aims at selling ready-made tourists' products in a confine environment and encouraging the promotion of tourism in the North West Region in general.

Joseph Njoh⁸ in his work entitled "Planning for tourism in the North West Province of Cameroon", indicates the constraints for the development of tourism in the North West Region and proposed guide lines on how the sector can be developed. His work has served as a stepping stone for the establishment of a tourism center in Bamenda which seeks to design tourist products to the entire North West Region and beyond.

Hyginues Wirmum Yenjika⁹ in his work entitled "Sustainable Management of Natural Resources for Rural Development in Oku Sub Division" focuses more on the identification and strategies for developing of the area's resources. However, this research work will not only identify the natural resources in the study area but will enhance the development of tourism through the establishment of a tourism center in bamenda that will careter for the needs of tourists that will visit the region.

Ernest Yuniwo Njila¹⁰ in his work "Enhancing Ecotourism around the Mbibi community Forest in Ndu sub Division" gives an inventory of the available tourist potentials in the area. He further proposes the means through which these potentials can be managed sustainably by creating a Mbibi community ecotourism project. His work yielded the objectives he devised for developing tourism in the Ndu area and also laid the groud work for other researchers in their quest to develop tourism in other areas

Fedelis Makwondo Cheo¹¹ in his Master's thesis entitled "Bambili and her Neighbours: inter-village relations since 1961" makes mention of the strategic economic position and tourist resources of Bambili that orchestrated the problem. This project has come to exploit this opportunity to establish and promote tourism in Bamenda, a neighbourhood to Bambili and the academic giant center of the North West Region.

⁸ Joseph Njoh, "Planning for Tourism in the North West Province of Cameroon" A dissertation for the award of a post graduate Degree (Maîtrise) in Geography, University of Yaounde I, 2003.

⁹Hyginues Wirmum Yenjika, "Sustainable Management of Natural Resources for Rural Development in Oku Sub Division", A dissertation for the award of a post graduate Degree (Maîtrise) in Geography, University of Yaounde I, 2006.

¹⁰Ernest Yuniwo Njila "Enhancing Ecotourism around the Mbibi community Forest in Ndu Sub-Division", A dissertation for the award of a post graduate Degree (Maîtrise) in Geography, University of Yaounde I, Department of Geography, 2008.

¹¹Fedelis Makwondo Cheo "Bambili and her Neighbours: inter-village relations since 1961", A dissertation for the award of a post graduate Degree (Maîtrise) in History, University of Yaounde I, 2009.

Nicoline Manijoh¹² in her dissertation entitled “The creation of a Tourism Leisure Centre in Santa” elaborates the rich tourist potentials of the Santa sub-division, the geographical and economic factors favoring the creation of such a center. She expresses the fact that tourism was not glaring here because of inadequate tourism infrastructures. However, her center is located in Santa while our project will be located in Bamenda. Both will contribute to the growth of tourism in the North West Region in particular and Cameroon in general.

In the same vein, Linda Nchindap Bongnje¹³ in her dissertation on “The Improvement of Profitable Tourism at the Menchum Falls” has highlighted the dormant influence of this falls in terms of tourism input. She identified the reason for this being the absence of tourism indicators or facilities to boost this tourist gift of nature. Her project was geared towards putting in place these infrastructures such as lodging, restaurants and other facilities that can contribute positively to the life of a tourist. Though her project is smaller in scale, the two projects are going to improve on tourism development in the North West Region.

Similarly, Olivia Ameg¹⁴ in her undergraduate project entitled “The Setting up of a Tourism Information Centre in Bamenda”, has stressed the need for an information center in this region. Her project has really contributed to the growth of the tourism industry in the region by rallying information which is of great importance to tourists that visit the Region. In this regard, her project will serve as a gate way to the North West tourism industry and will contribute immensely to the promotion of our tourism center in Bamenda.

Furthermore, Rolande Nanmi Kamda¹⁵ through a community development approach in his work entitled “The necessity for the Development of Community Tourism in Njirong Village, Ndu Sub Division”. He brings out the need for the

¹²Nicoline Manijo, “The creation of a Tourism Leisure Centre in Santa”, A dissertation for the award of a professional Bachelor Degree in Tourism and Hotel Management, University of Yaounde I, 2009.

¹³Linda Nchindap Bongnje, “The Improvement of Profitable Tourism at the Menchum Falls”, A dissertation for the award of a professional Bachelor Degree in Tourism and Hotel Management, University of Yaounde I, 2010.

¹⁴Olivia Ameg, “The Setting up of a Tourism Information Centre in Bamenda”, A dissertation for the award of a professional Bachelor Degree in Tourism and Hotel Management, University of Yaounde I, 2010.

¹⁵Rolande Nanmi Kamda, “The necessity for the Development of Community Tourism in Njirong Village, Ndu Sub Division”, A dissertation for the award of a professional Bachelor Degree in Tourism and Hotel Management, University of Yaounde I, 2009.

development of various types of tourism in this area due to its attractive relief which will help develop the locality and yield immense benefits to the local population. He further emphasized that for this development to take place, tourist facilities must be put in place to make the environment impressive to tourists through good infrastructure and ideal services that can facilitate the stay of a tourists. However, the two projects will contribute immensely in the development of tourism in the North West Region.

In the same vein, Roger Bernard Onomo Etaba¹⁶ in his book titled” *Le Tourisme Culturel au Cameroun*” qualifies Cameroon as a marvelous land of nature, the mosaic of Africa through its cultural diversity, multitude of historical artifacts, endowed with more than 223 tourists’ sites and covering a larger part of the continental ecosystem. In this document, he has unveiled the cultural heritage of the ten regions of Cameroon. In addition, he stresses the fact that this heritage is unproductive if it cannot be made available and attractive to the tourist. That is why this project has embarked on instituting a tourism center in Bamenda that will revive the rich cultural heritage of North West and other tourist resources in the area so as to give our tourist the best of what they will desire.

PROBLEMS ENCOUNTERED

The conception and realization of this project was rendered difficult by a number of problems that will be enumerated below.

The first problem was that of obtaining information through interviews. Conducting interviews especially with certain Fons in the Bamenda Fondoms was not an easy task given their supreme traditional setup. It entailed a difficult protocol to follow in order to sit and talk with the Fons. In most instances, they were not always available for the interviews.

Moreover, some of the informants repeatedly postponed and even turned down appointments just when I arrived at their premises despite the fact that the appointments had been booked and agreed upon.

¹⁶Roger Bernard Onomo Etaba, *Le Tourisme Culturel au Cameroun*, Yaounde, Harmattan, 2009, pp.1-5

There was also the problem of reconciling different information or data on the same area. At times they involved a lot of contractions and exaggerations.

It was equally a problem getting information at the Regional Delegation of Tourism and Leisure in the North West. Also, some managers of hotels, restaurants and travel agencies were either busy or absent to deliver information.

There was also the problem of accessibility. The accidental though attractive nature of the relief made travelling stressful. Some tourist sites were difficult to access and demanded a lot of financial sacrifices through motor bikes.

However, irrespective of these constraints, the completion of this project remained the greatest challenges of the researcher.

DEFINITION OF TERMINOLOGIES USED IN THE RESEARCH

Amortization

This is the act of paying or saving regular amounts usually on annual bases by investors for heavy capital goods such as machines in relation to their life span. The objective of this exercise is to re-accumulate capital for the replacement of worn out goods and ensure the continuity and efficiency of the enterprise.

Balance of payment

Balance of payment is a statistical statement that summarizes transactions between residents and non-residents during a period. It consists of the goods and services account, the primary income account, the secondary income account, the capital account and the financial account.

Cash Flow

This is the regulatory means to measure the amount of money that enters and leaves the enterprise. In effect, it is from the cash flow of an enterprise that the finance management of the establishment can determine disposable income in the company.

Census

This is the process of complete enumeration of a population or groups at a point and time with respect to well defined characteristics.

Country of residence

This refers to a place where the household resides for at least one year with predominant economic interest.

Destination

Destination as used in this project is the place visited that is central to the decision to take the trip.

Development

It refers to adding value to resources to relieve poverty and standard of living of a community, region or nation.

Domestic tourism

This comprises the activities of a resident visitor within a country of reference, either as part of a domestic tourism trip or part of an outbound tourism trip.

Domestic tourism consumption

It is the tourism consumption of a resident visitor within the economy of reference.

Domestic tourism Expenditure

This is the tourism expenditure of a resident visitor within the economy of reference.

Enterprise

This is an institutional unit engaged in the production of goods and services.

Establishment

This is an enterprise that is situated in a single location and in which only a single productive activity is carried out.

Leisure

This is defined in the advanced learners' dictionary as time that is spent doing what you enjoy when you are not working or studying. It is also the period of recreational and discretionary time before or after necessary activities such as eating and sleeping, going to work, or running a business, attending school and doing homework, household chores and day to day activities.

Total tourism demand

This is the sum of tourism consumption, tourism gross fixed capital formation and tourism collective consumption excluding outbound tourism consumption.

Tourism

The United Nations World Tourism Organization (UNWTO) defines tourism as those activities carried out by people in the course of their travelling and stay in places located away from their usual place of residence consecutively for a period of six months (in case of domestic tourism) or less than one consecutive year (in case of international tourism) for leisure, recreation, business and other purposes not related to the exercise of an activity remunerated within the places visited. Most often, the term “tourism” and “travel” are sometimes used interchangeably. In this context, travel has a similar definition to tourism but the latter implies a more purposeful journey.

Tourism Centre

A tourism center is an intended built area in a particular site for the purpose of offering goods and services to specific groups of people or to the general public for relaxation, leisure and recreation using the facilities put in place. However, it should be understood that these services are offered for a particular amount or price.

Tourist

A tourist in the context used in this work is a person who travels to stay in places outside his or her usual environment or places of residence for not more than one year consecutively, for particular reasons such as; leisure, business and other purposes not related to the exercise of an activity remunerated within the place visited.

Tourist product

This is the sum of goods and services which the tourist consumes from the time when he or she leaves his residence until he returns. In other words, a tourist product may also be defined as the aggregate of goods and services in both material and immaterial form and in both natural and cultural milieu which a destination proposes to visitors when they visit it. Multiplicities of these examples are found in this work.

Tourist Guide

This is a person with professional references and competences entrusted with the duty to accompany tourists in part or in full time, during their visit to desired places. He or she furnishes the tourists with necessary information concerning the sites and products visited.

Vacation Home

This is a secondary dwelling that is visited by members of the household particularly for the purpose of recreation, vacation or any form of leisure.

ORGANIZATION OF THE WORK

This project entitled “The Establishment of a Tourism Centre in Bamenda, North West Region of Cameroon” is divided into four chapters. It starts with a general introduction and ends with a general conclusion. Each chapter begins with an introduction and ends with a conclusion. The general introduction provides an overview of the project while the general conclusion makes a vivid reflection of the entire project and paves the way for further research.

Chapter one of this project covers background knowledge on feasibility studies carried out about Bamenda North West Region. Aspects such as its geographical location, climate, vegetation, hydrology, agro-pastoral activities, population, gastronomy and the general economy have been presented in this chapter.

Chapter two of the project deals with a general assessment of the hospitality and tourism industries in the North West Region. This involves evaluating the basic infrastructure of the region. These include tourism indicators such as health facilities, financial institutions, telecommunications, and road communication network, lodging and catering facilities which are imperative in tourism development. A study of tourism demand and supply, actors of tourism, prominent tourism types in the region has been elaborated. This chapter ends with a survey through a SWOT analysis based on a general assessment of the tourism industry in the region.

Chapter three consists of the practical part of the work. It is in this chapter that the researcher has shown his abilities to relate theoretical knowledge acquired in class and practical to be executed in the field. It has been developed in three sections. Section one presents an elaborate analysis of results of the research questionnaire. Section two has dwelled on the general presentation of the entire project. Here, aspects such as the description of the project site and factors favoring its establishment in this area have been treated. The last section of this chapter has exhausted the marketing Strategy deployed to sell and sustain the products of the project.

Chapter four of the project has squarely treated the entire cost and financial aspects of the project. These involve cost analysis of investment goods, movables charges and profit margins of the project. The human resource aspect of the project has also been surfaced. The depreciation rates of investment goods were equally evaluated. All the financial tables of the project in five years have also been presented. The chapter ends with an assessment of impacts, the evaluation and means to mitigate negative effects of the project.

Finally, the project ends with a general conclusion, bibliography and appendixes.

CHAPTER ONE
GENERAL PRESENTATION OF THE PROJECT AREA

INTRODUCTION

This chapter presents background studies carried out in Bamenda North West Region. It has taken into consideration geographical elements such as, location of Bamenda, its climate, relief, population and other economic aspects of the economy such as agriculture, commerce and industrialization. The administrative and legal frame work of tourism in Cameroon has also been presented.

I. GEOGRAPHICAL PRESENTATION OF THE AREA

I.1 Geographical situation

The metropolitan tourist city of Bamenda is located in Mezam division which is one of the seven divisions that make up the North West Region of Cameroon. It is the headquarters of the North West Region. This city is bounded to North by Boyo division, to the West by Momo division, to the East by Ngoketunjia, to the North West by Menchum and to the North East by Donga-Mantung. It held this position during the colonial era when the Germans established their administrative headquarters at what is known today as “Bamenda up station”. This regional capital of the North West Region is located 366km from Yaounde the political capital of the Republic of Cameroon and serves as a gateway to the entire region. The indigenous inhabitants of Bamenda evolved from the three native villages of Mendakwe, Mankon and Nkwen.

As the metropolitan political and economic headquarters of the region, Bamenda harbours a bid of all the groups represented in the entire region. Prominent are the Tikari¹⁷, Widikum¹⁸, Bororos and the Fulani. Significantly, these groups migrated to Bamenda carrying with them their cultural heritage which is planted in the various quarters they occupy. As a result, you will find neighborhoods like, Ngie, Oshie, Meta, Kom quarters which are settlement areas where these cultural groups are represented. They live in these quarters and continue to portray their distinct cultures which are passed on to successive generations. That notwithstanding, the town has also recorded

¹⁷ This appellation is attributed to tribes in the North West Region that trace their origin from the Adamawa Region such as the Bali, the Nso and Oshie in Momo Division.

¹⁸ The Widikum are prominent tribes in the region that represent a greater population of the Momo and part of Mezam divisions. They trace their origin from the Widikum source. They include; the Metta, the Ngies, the Batibo and Widikum Central.

in the last 3 (three) decades a greater part of its population being immigrants from other regions notably from the western Region precisely from the villages of Bafoussam, Mbouda and Dschang. There is also a significant influx of Nigerian businessmen who have come to stay. These have established high degree of monopoly in the sale of car parts. Their long stays in large numbers have resulted in them portraying their cultural heritage through annual festivals and funeral celebrations which are entertaining to tourists.

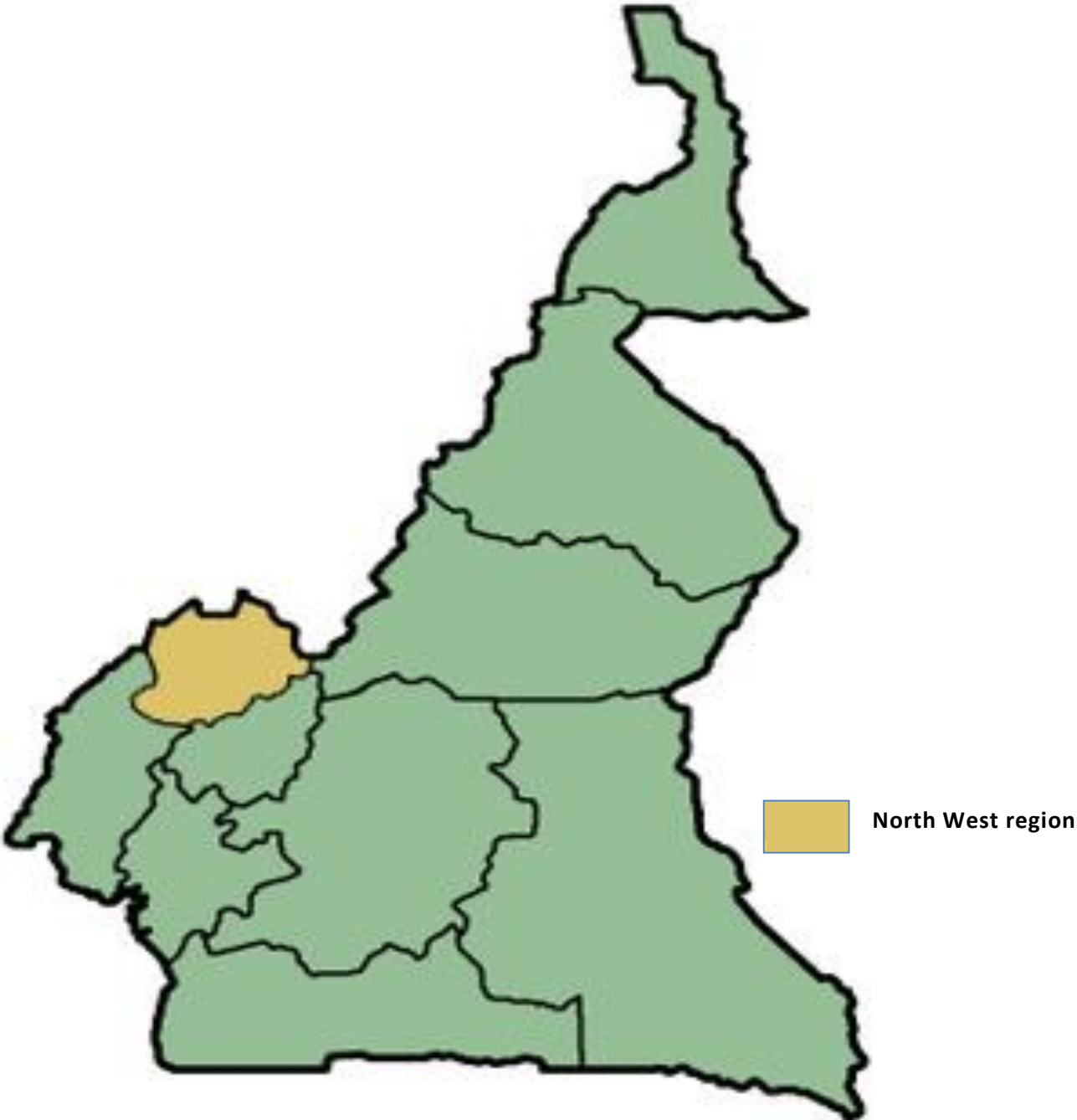
Photo 1: the town of Bamenda

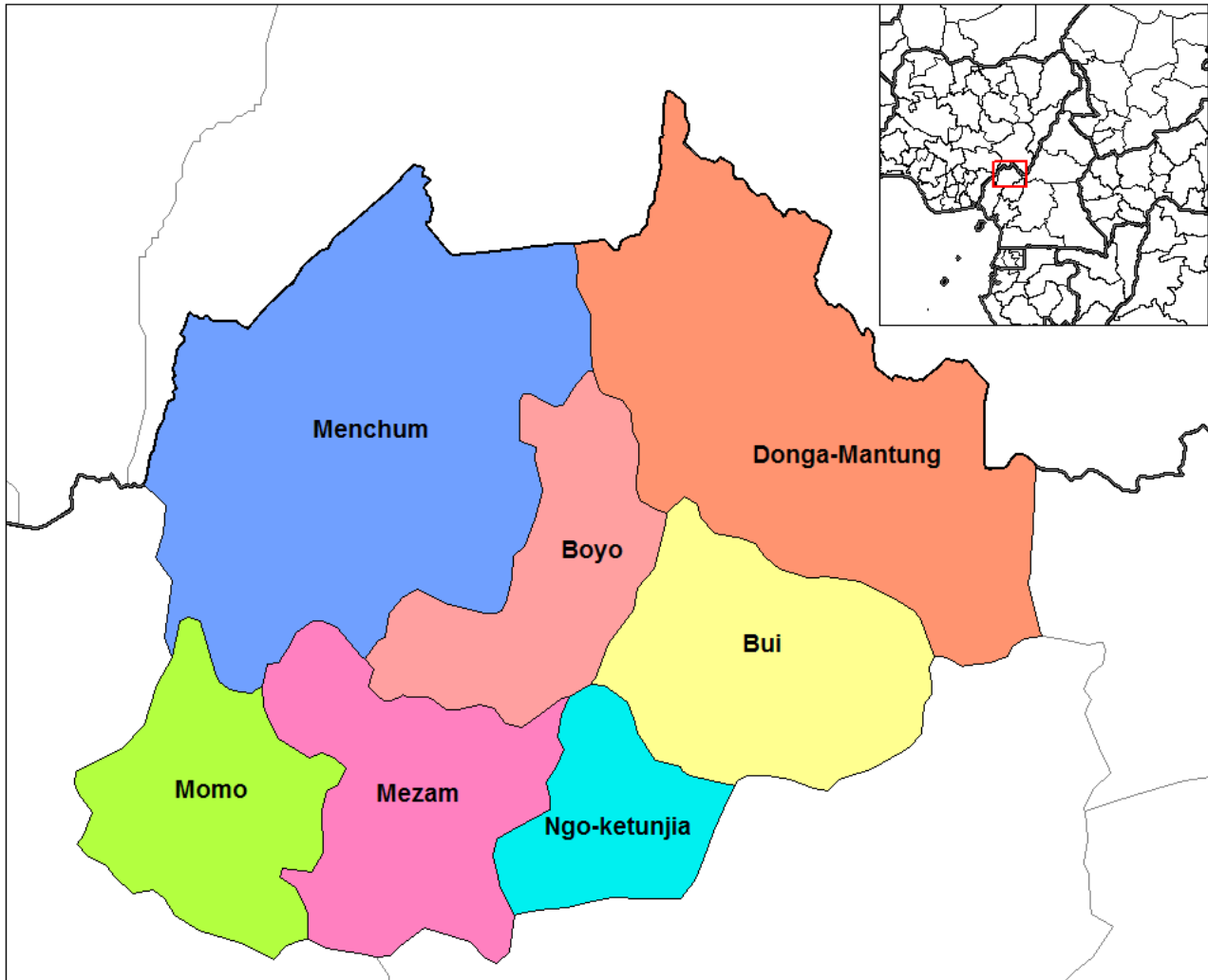


Source: Edison Akabi Ufeingwei, 15/12/2023

NB: The picture above portrays the beauty of the tourist town of Bamenda. The town is linked to the rest of the country through a hilly gate way that impresses the visitor through a visual scan of the town as you descend the up-station hill to down town. It should be noted that this escarpment was carefully structured and designed by the Germans during the colonial period.

Map 1: position of the NWR in the map of Cameroon





Source: <http://en.wikipedia.org/wiki/File:12-02-2015>

1.2 Relief

It is generally hilly as it is part of the Bamilike-Bamenda mountain range- a continuation of the Rumpi-Manenguba mountain chain¹⁹. It is an old shield broken up by the erosion to produce picturesque high peaks. Apart from these, there also exist explosive strombolian cones which are capped by crater Lakes such as Lakes Awing and Bambili. Beneath these lakes are Plains such as those in Bambui and Nkwen.

¹⁹ Julius Che Niba, "The Impact of Urbanization in Bamenda, North West Region", A dissertation for the award of a post graduate Degree in Geography, University of Yaounde I, 2002, p. 3.

I.3 Climate

The climate of Bamenda is generally that of the North West Region. It is friendly to agriculture and to the people. Relative to the coastal areas and to the Northern lowlands, temperatures are low with annual averages hardly exceeding 20°C. On the other hand, precipitation is generally high and concentrated during the months of May and September. This is further explained by the high relief and also the fact that the division lies under the Monsoon Winds that are dominant during the rainy season. The climate is experienced in two seasons. The rainy season is long and lasts between April and October. The dry season this is relatively short and runs from November to March. These demarcations are, however, thwarted by the new phenomenon of global climatic change. In March-April with the advent of the rainy season the greenery of the vegetation becomes a real attraction²⁰.

With regards to air masses, the Division lies under the influence of two principal Air masses: The North East Trade Winds commonly called the harmattan which is a cold dry wind of the dry season. It is a dust bearing wind from the North East. Besides that, there is also the South West Monsoon which reaches the Region from the South West direction. It is a rain bearing wind and it helps to water the Region. Conclusively, the division's climate is the mountain type and it is well represented in Bamenda with a rainfall of about 2600mm per annum.

I.4 Vegetation

Generally, the vegetation of the North West like in any other region is the product of the soils, climate, relief and human activity. The area is covered mainly by Sudan savanna type. The predominantly grassland vegetation is interspersed by palms and other trees. There are a few forests with virtually retreating remnants. As for palms and raffia, there are confined to the lowlands and river valleys. Due to many bush fires, trees develop thick barks for resistance. New types of trees introduced by man which now appear to be dominating are the Eucalyptus and Cypress. Apart from these, the vegetation is generally short grass covered with a low tree density.²¹

²⁰Vincent Azobi, "The North West province: Human adaptation to a harsh climatic Environment", A dissertation for the award of a post graduate Degree in Geography, University of Yaounde, 1977, pp.12-16.

²¹ Bernard Akoh Tanku. "The Trends of Afforestation in the Bamenda Highlands", A dissertation for the award of a DIPES I Diploma in Geography, ENS Bambili, University of Yaounde, 1998, p.17

Photo 2: savanna vegetation in the project Area



Source: Edison Akabi Ufeingwei, 15/12/2013

I.5 Hydrography

The hydrographic of the Region is the Cameroonian regime. The rivers of this regime are characterized by one major period of high waters and one period of low waters with high discharge corresponding to the rainy season between March and October and low waters during the dry season between November and March.

Table 1: administrative set up of the region

N°	DIVISION	CAPITAL	AREA	SUB-DIVISIONS
1	Mezam	Bamenda	1841km ²	Bamenda I, Bamenda II, Bamenda III, Tubah, Bafut, Bui and Santa
2	Boyo	Fundong	1636km ²	Belo, Bum, Fundong, and Njinikom
3	Bui	Kumbo	2252km ²	Jakiri, Kumbo, Mbve, Oku, Noni and Nkem
4	Donga/ Mantung	Nkambe	4340km ²	Ako, Mesaje, Ndu, Nkambe and Nwa
5	Menchum	Wum	4489km ²	Fungom, Furu Awa, Wum and Menchum
6	Momo	Mbengwi	1734km ²	Batibo, Mbengwi, Ngie, Njikwa and Widikum/menka
7	Ngoketunjia	Ndop	1117km ²	Babessi, Balikumbat and Ndop

Source: Edison Akabi Ufeingwei, 21/04/2023.

II. ECONOMIC ASSESSMENT OF THE AREA

II.1 Agri-pastoral activities

These activities constitute the life wire of the area as the mining and industrial sectors are poorly represented. Both food and cash crops are produced in significant quantities and varied types. Food crops produced include: corn, beans, Irish potatoes, sweet potatoes, cassava, coco yams, groundnuts, soya beans, and palm oil. As far as cash crops are concerned, a large variety is produced such as coffee, tea, rice, and cocoa²².

There are reasonable herds of cattle in nearly all the sub-divisions of the area. Animals kept include cattle, sheep, goats and pigs. Food types peculiar in Bamenda include; Eru²³, Achu, porridge yams, coco yams and corn chaff. Palm-wine from Batibo is equally available in abundance. It is consumed by the local population and tourists who visit Bamenda.

- Fishing

It is not a prominent activity in the Region since the North West is not open to the sea. Fishing is mainly artisanal. The activity is confined to rivers inland, man-made ponds such as those in Bome-Mbengwi, the Bambalang Lake by the surrounding communities of Bambalang, Bafanji and Bamunka. Most of the fish is smoked and sold principally to the towns of the Region.

II.2 Transport and communication

They are averagely developed as most of the roads are earths roads-hence are seasonal. There are few all year-round roads. Beside these, travelling to the hinterlands of the division is difficult in the rainy season.

The Region has no navigable rivers in the real sense of the word as most of her rivers are at the youthful stage. There is no trace of railway. The lone airport in Bamenda has been out of use for some time while the aerodrome at Bali is virtually abandoned to itself. However, there are prospects that it will be rehabilitated in the nearest future.

²² Princely Achangoh Mbah, 39 years, Senior Extension Worker, Regional Delegation of Agriculture, North West Region, 22 July, 2013, Bamenda.

²³ Eru is a food staple that is common in the Anglophone regions. It is becoming a national food as its popularity and influence is felt throughout the nation. In the centre region, it is known as Kok.

II.3 Commerce

After agriculture, commercial activities come next in importance. Trade in the area used to be dominated by the Bamilikes and Ibos. But in recent years, the indigenes have forcefully come into the sector. Commercial activities include:

II.3.1 locally produced food and cash crops

While the cash crops such as Coffee, Cocoa and Tea have more markets abroad, trade in food crops flourish within the Region, between the Region and neighbouring Regions, especially the South West, Littoral, Centre and Western Regions. Some foodstuffs are sold to neighboring Countries especially Gabon and Equatorial Guinea. Examples of products involved are Beans, Corn, Irish Potatoes as well as assorted vegetables²⁴.

II.3.2 Trade in manufactured products

The Bamenda area in particular and the North West Region in general has very little to offer, as this sector remains backward. Trade in finished products handles mainly goods produced elsewhere in Cameroon; Douala, Yaounde, Bafoussam as well as imports from neighbouring Nigeria.

II.4 Crafts

This is a very vibrant sector in Mezam division. Local craft industries flourish in; wood carving in Kedjom keku, cane works of chairs, baskets, cupboards in Bamenda, Bali Nyonga and Brass casting especially by settled Bamouns in Mile II Nkwen Bamenda.

²⁴ Thomson Chi Nchia, 41 years, *Chief of Service, Regional Delegation of Transport, North West Region, Bamenda*, 23 July, 2023.

Photo 3: Native of Nkwen doing brass smiting and pottery works



Source: Edison Akabi Ufeingwei, 09 May, 2023

II.5 Industries

This is a very poorly developed sector. It is represented by one prominent soap factory in Bamenda, Tea factories in Ndu and Ndawara and isolated coffee factories in other parts of the region. The economy of Bamenda is highly rooted in the sale of agricultural produce. This is as a result of insufficient industrial activities in this town. However, there exist small businesses ranging from spare parts, soap production, agricultural processing local crafts from works of arts, wood, and pottery.

Photo 4: the Ndawara Tea Estate in Belo



Source: Edison Akabi Ufeingwei, 15/12/2023

III. LEGAL FRAMEWORK OF THE PROJECT

This section of our work is intended to examine and explore legal framework of our project. As a result, we have presented the laws regulating tourism activities in Cameroon and other international laws and conventions that are involved in the development of world's tourism. Regional and national institutional bodies involved in the promotion of tourism have not been left out. All of these have been presented below:

III.1. Legislation at the National Level:

These are laws that have been voted and enacted by the Cameroon parliament beside international laws and conventions to regulate tourism activities. As the history of the application of tourism activities and the creation and evolution of the ministry in charge of tourism and leisure in Cameroon, many laws have been progressively put in place to develop and sustain tourism in Cameroon such as;

- 1- Law No 98/006 of 14 April 1998 relative to touristic activity
- 2- Decree No 99/443/PM of 25 March 1999 fixing the modalities of application of Law No 98/006 of 14 April 1998
- 3- Decree No 99/111 of 27 May 1999 carrying the creation of special account for the development and the sustainability of the tourist activity
- 4- Decree No 99/112 of 27 May 1999 carrying the organization and functioning of the National Tourism Council
- 5- Law No 92/007OF 14 August 1992 on the work code of the republic of Cameroon which is actually applied fixing working conditions in all domains and that of Tourism
- 6- Law No 92/006 of 14 August 1992 fixing modalities for the creation of an enterprise
- 7- Law No 96/12 of 05 August 1996 relative to the management of the environment to carry out the following:
 - Elaborate a national plan on management of the environment;
 - Protection of the receptor environment (atmosphere, continental waters, plains, soils and sub soils, the coast);
 - Management of natural resources and conservation of biodiversity;
 - Participation of the local population on the preservation of the environment.

Law No 2004/018 of 22 July 2004 fixing rules applicable to municipalities and regions, and Law No 2004/019 of 22 July 2004 fixing rules applicable to regions, stipulating that the state has transferred to decentralized territorial collectivities (regions and municipalities) certain particular competence and appropriate means thereafter. This competence lies on the promotion of economic development, social, health, education, cultural and sportive activities of the collectivities.

8- Decree n°2011/0005/PM of 13 January 2011 fixing modalities for the exercise of certain competences transferred by the state to councils in view of putting in to value communal tourist sites. This present degree fixes modalities through which local councils will exercise their competences transferred by the state from the exercise of the 2011 budget in the sphere of putting in to value communal tourist sites. For Example :

- Development and rehabilitation of tourist potentials of local interest
- Safeguarding and exploitation of tourist sites of local interest.

In a nutshell, law No 98/006 of 14 April 1998 relative to touristic activities in Cameroon is a law that was put into place particularly to set rules applicable to tourism activity in order to achieve the following objectives:

- Economic development;
- Promotion of the national cultural heritage;
- National integration and unity of the people, the protection and preservation of touristic values, national cultures as well as the environments and put into value touristic heritage

However, the general appraisal of the new judicial framework of the touristic activity in Cameroon is characterized by:

- A flexible modern regulation that is liberal and precisely on touristic activity;
- Enforced measures for the protection of tourists and professionals;
- Rigid measures for the protection of the environment and touristic heritage;
- Protective measures against sexual tourism;
- specific measures to sustain touristic activity etc.²⁵

²⁵ « Sectorial Strategy document for the Development of Tourism in Cameroon», MINTOUL, 2005, P.4.

III.2 Legislation at the decentralized territorial collectivities

The government's initiative to accelerate the putting in place of the decentralization process has greatly favored the enhancement of tourism development in Cameroon. The opportunities of the application and involvement of local collectivities in the tourism activity are well defined. At the regional and local levels, the legislation permits the putting in place Offices of Tourism, expansion of private promoters in tourism, syndicate initiatives, Tourism Inter-communal Offices and others. However, it is clearly stipulated in the decree that "syndicate initiatives and offices of Tourism assures at the local level a mission of welcoming and touristic information provided with the promotion and development of certain communal and regional touristic sites"²⁶.

After studies taken by experts of the European Commission, it states that:

“Le développement du tourisme local exige, en effet des mesures juridiques de sauvegarde du milieu naturel et culturel qui empêche les abus et la détérioration générale du patrimoine ».²⁷

III.4 Legislation at the International Level

Here we are going to look at international conventions and Treaties that are binding on Cameroon in relation to tourism.

1. International Convention on Commerce on Species of fauna and flora to preserve the endangered species from extinction (CITE)²⁸, signed at Washington DC on March 3, 1973.
2. The Chicago Convention on the Liberty of Air Space in 1944.

²⁶ Degree No 99/443 of 25 March 1999 fixing modalities for the application of Law No 98/006 of 14 April 1998 relative to tourist activity.

²⁷ « Commission Européenne, le patrimoine naturel et culturel au service d'un développement touristique, durable dans les destinations touristiques non traditionnels, Bruxelles, Direction générale des entreprises, Unité Tourisme, 2001, P.5 », cited by Roger Bernard Onomo in « Le Tourisme Culturel au Cameroun, l'Harmattan, 2009, P.77. It is to the effect that the development of tourism requires that judicial measures should be put in place to safeguard the cultural and natural milieu which prevents the abuse and deterioration of the general heritage.

²⁸« La convention sur le commerce international des Espèces de faune et de flore sauvages menacées d'extinction » (CITE) ; (convention on International Commerce of Species, Fauna and Flora safeguarding threats of Extinction).

3. Texts relative to tourism card or code of tourists of 26th September 1985 and Ethical World Code on Tourism of 1st October 1999 elaborated by the World Tourism Organization (WTO) applicable in Cameroon as a member of this organization.

III.4 Legislation at the Regional level

The application of the decentralization process in Cameroon has defined and granted enormous opportunities for local decentralized collectivities in the tourism domain. At the regional and local levels, the legislation permits the putting in place Offices of Tourism, expansion of private promoters in tourism, syndicate initiatives, Tourism Inter-communal Offices etc. Moreover, it is clearly stated in the decree that “syndicate initiatives and offices of Tourism assumes at the communal level a mission of welcoming and touristic information concerned with the promotion and development of certain communal and regional touristic sites”²⁹.

III.5 Institutional Framework

Here, we want to note that apart from the ministry of tourism that its prime objective is to promote tourism in its entirety in Cameroon, other institutions and ministerial departments are equally involved in the promotion and development of tourism directly or indirectly as presented below.

Table n° 1: Tourism related institutions and attributions Cameroon.

Ministerial Department	Specific Attributes
Ministry of Arts and Culture (MINAC)	-Promotion and enhancement of national cultural heritage in its diversity in terms of arts, music, dances, dishes, festivals and museums
Ministry of Agriculture and Rural Development (MINADER)	-Encourage Agri-tourism through subsidies and improved species -Ensure stability in food supply to avoid starvation and inflation in food prices.
Ministry of Environment and nature protection (MINEP)	-Protection and preservation of the environment against abusive destruction and exploitation which is fundamental in tourism development

²⁹ Degree No 99/443 of 25 March 1999 fixing modalities for the application of Law No 98/006 of 14 April 1998 relative to tourist activity.

	<ul style="list-style-type: none"> - Controls protected area -Manages and reclaims waste lands
General Delegation for National Security (DGSN)	<ul style="list-style-type: none"> -Ensure public security and stability -Controls tourists' arrivals and departures -Guarantees tourists security -Guides tourists on certain occasions
Ministry of Public Health (MINSANTE)	<ul style="list-style-type: none"> -Ensures a disease-free tourist destination -Controls and effects vaccination of tourist and nationals -Executes and ensures sanitation in lodging and catering establishments such as hotels and restaurants.
Ministry of Small and Medium Size Enterprises Social Economy and Handicraft (MINPMEESA)	<ul style="list-style-type: none"> -Financing and subsidizing micro projects in the tourism and handicraft sectors -Promote artisanal industry -Organize local and international exhibitions
Ministry of Commerce (MINCOM)	<ul style="list-style-type: none"> -Gives vital information to the general public -Regulates activities of the private press and the civil society
Ministry of Labor and Social Security (MINTSS)	<ul style="list-style-type: none"> -Assures quality of service through the application of labor code -Ensures the protection of employees through respect of work contracts and payment of pensions
Ministry of Forestry and Wildlife	<ul style="list-style-type: none"> -Protection of national forests and wildlife -Control afforestation and deforestation
Ministry of Higher Education (MINESUP)	<ul style="list-style-type: none"> -Ensure quality training facilities -Regulate and qualify foreign diplomas
Ministry of Finance (MINEFI)	<ul style="list-style-type: none"> -Manages states finances and controls investment and government expenditures -Facilitates foreign exchange -Controls commercial banks activities
Ministry of Economy, Planning and Regional Development (MINEPAT)	<ul style="list-style-type: none"> -Programming, regulation and rehabilitation of tourist territories
Ministry of Defence (MINDEF)	<ul style="list-style-type: none"> -Ensures protection of national territorial boundaries -Fight against terrorism - protection of goods and services
Ministry of Territorial Administration and Decentralization (MINATD)	

Ministry of public Works (MINTP)	-Construction of roads, bridges and disclavement of tourist sites
Ministry of External Relations (MINREX)	-Regulates visa formalities to international tourists -Marketing of tourist potentials of the state abroad

Source: Edison Akabi Ufeingwei, Date: 23/ 06/2023

Table n° 2 : international organizations

These are international Organizations with broader spectrum of intervention. Some of them are association while others are conventional world bodies operational under the principles of the United Nations Charter.

Organization	Mission
World Tourism Organization (WTO)	This was established in January 1979, it is a special organization of the United Nations since 2004 with the goal to promote and develop tourism towards economic expansion, international comprehension, peace, prosperity as well as universal respect and observation of fundamental human rights and liberties without sex, race, language and religious distinction.
International Labour Organization (ILO)	It is a special tripartite institution of the UN, which assembles governments, employers and workers of member states in common action to promote decent working conditions throughout the world. Doted over member states it is out to fight problems related to work and social politics. The secretariat of this organization and the international work office headquarter is found in Geneva in Switzerland and manages more than 40 external offices.
World Health Organization (WHO)	This is the world health governing body. It depends directly on the Economic and Social Council with its seat in Geneva, Switzerland. Its main objective is to bring about good health to all people of the world.
International Civil Aviation Organisation (ICAO)	Created on the 7th December 1944, it is an intergovernmental association, which regulates technical aviation problems and dictates international norms in this domain. It has 146 members.

Source : Edison Akabi Ufeingwei, 23/06/2023

National Institutional Bodies

These are legal institutional bodies created by law for specific objectives of promoting tourism activities in Cameroon. Some of them have been presented below.

Table n° 3 : national institutional bodies

Organisations	Mission
NTC (National Technical Commission)	<p>Established under the ministry in charge of Tourism and leisure by article 3 of Decree no 99\443\PM of 25th march 1999, the NTC is in charge of:</p> <ul style="list-style-type: none"> - Examining and putting rules for applications for constructions and extensions, - Opening and exploitation of establishments or a travel agency, - Rules of applications relative to the exercise of the profession of a National Tourist Guide, - The rehabilitation and exploitation of tourists' sites as well as the suspension or withdrawal of Authorizations or exploitation licenses.
NTC (National Tourism Council)	<p>Created by Decree no 99\ 122 of 27 may 1999. It is a consultative organ that units in one hand all members of Government that are interested in Tourism in Cameroon and on the other hand representatives of economic operators. It is in charge of :</p> <ul style="list-style-type: none"> - Studying and proposing to the Government all the measures and susceptible rehabilitations to facilitate the entry, stay and going out of tourists as well as their security. - To put on alert all questions indicated by the MINTOUL. <p>It is presided by the Prime Minister; it meets two times a year in an ordinary session and at the end of a touristic season, and in an extraordinary session at any time necessary convened by the president.</p>

TIO (Tourism Information Office) "BIT" "Bureau d'Information Technique"	Is situated in Paris in charge of promoting the Cameroonian destination at the Diaspora.
Tourism Offices	Situated in Dschang, Buea and Kribi in charge of promoting Tourism in their localities.

Source: Edison Akabi Ufeingwei

Date: 23/06/ 2023.

Associations

These are national and inter-continental unions that were brought together to share common goals and objectives with the main purpose of promoting tourism through common agreements and conventions. Some of these associations have been presented below:

Table n° 4 : international associations

Associations	Attributions
IATA (International Air Transport Association)	It is a private Association created in 1919. It is a Professional Association of Airway Companies. It ensures cooperation and coordination between the companies of ICAO
IACA (International Air Carrier Association)	It regroups airway companies specialized in Vol Charters. It is a private organization found in 1971.
ASCENA (l'Agence pour la sécurité de la navigation aérienne pour l'Afrique et Madagascar) ³⁰	This Agency whose sub-regional head office is found in Douala is charged with assuring security of Airway navigation in Africa and Madagascar.

Source: Edison Akabi Ufeingwei,

Date: 23/06/ 2023.

National Associations

There also exist national associations that operate in the form of syndicates which are involved in the promotion of tourism in Cameroon.

³⁰ Agency in charge of security for Airway Navigation in Africa and Madagascar

Table n° 5 : national associations

Associations	Attributions
APTC (Association des professionnels de tourisme au Cameroun) ³¹	Established in 1988, and presided over by Mr Seme, and as role to find solutions to existing Tourism problems.
SNAV (Syndicat National des Agences de Voyages) ³²	It has as goal to defend the interest of professionals in the tourism profession in Cameroon. The association presided by, Prince Ngassa.
SPITH (Syndicat patronal des Industries du Tourisme et de l'Hôtellerie) ³³	It has as role to defend the interest of Tourism and Hotel professionals, presided by Mme Chantal Lewat.

Source: Edison Akabi Ufeingwei,

Date: 23/06/ 2023.

Co-operations.

These are co-operations to which the Cameroonian Government is in partnership for the improvement of the tourism sector in Cameroon such as;

³¹ Association of Tourism professionals in Cameroon

³² National Syndicate for Travel Agencies.

³³ Patronal Syndicate of Tourism and Hotel Industry.

Table n° 6: co-operations

Organizations	Area of Intervention
World Tourism Organisation (WTO)	Cameroon being and effective member of the WTO since its creation, benefits regularly from it follow up sectorial meetings. Actually, this organization brings to him his expertise for putting in place the program STEP (Sustainable Tourism as a Tool for Eliminating Poverty) and elaboration of a directed plan for Touristic Development.
Africa Travel Association (ATA)	It is an International Organization that Cameroon is a member; ATA contributes to promote the Cameroonian Destination in the North-American markets. It has organized in Douala and Yaounde international symposiums on Ecotourism.
Commonwealth	An organization of all Anglophone or English-speaking nations of the world- financed the elaboration of a Tourism Marketing Plan for Cameroon in 2002.
GTZ (German Technical Cooperation)	Inventory of tourist sites and the elaboration of a directed touristic rehabilitation schema was realized with the technical help of GTZ in 2001. It also did the same during the National Strategy for Development in 2003.
Netherlands Organization for Development (SNV)	Cooperation with this Organization was effective through its financial and technical aid for feasibility studies during the first part of putting in place the development of the Ebogo touristic site. In march 2000, it also realizes a study on the situation of Tourism and Ecotourism potentials in the North region of Cameroon under the program of Biodiversity.

Source: Edison Akabi Ufeingwei

Date: 23/06/ 2023.

This section of the work permitted us to examine the legal environment at which our project will operate. This constituted the laws and decrees laid by the government of the Republic of Cameroon and those put in place through international agreements and conventions. However,

it is necessary to ascertain that these laws have not been put in place specifically for our enterprise; they are the general legislation that governs tourism activities in Cameroon.

In a whole, this chapter has conveyed us to understand effectively the general background of our project area. The geography, economic, administrative and legal frame work of the area have been looked upon. This is to ensure a stable and sustainable development of our project. However, we are going to continue to the next chapter which is going to present and examine specifically the actual state of affairs of the hospitality industry in Bamenda.

CHAPTER TWO
BACKGROUND OF THE TOURISM AND HOSPITALITY INDUSTRY IN
BAMENDA

INTRODUCTION

This chapter seeks to examine and assess the hospitality industry in the project area. The chapter will begin by presenting Bamenda the host town of the project. Since tourism is a transversal activity, its existence, success and sustainability barely depend on other related sectors of the economy. As a result, the other sections of this chapter will dwell on assessing the viability of the area by evaluating complementary industries or factors affecting directly or indirectly tourism development. They include basic infrastructures or tourism indicators, actors of tourism, the magnitude of the tourism market through tourism demand and a market assessment approach through a SWOT analysis approach. The chapter ends with a conclusion.

I. BASIC INFRASTRUCTURES AND TOURISM INDICATORS

The development and promotion of tourism does not depend only on the natural potentials of the area to be developed. In this regard, the presence of rich natural and artificial tourist heritage in Bamenda and the North West Region in general does not make the area a suitable tourist destination. The need for other basic infrastructures such as health facilities, financial institutions, telecommunication, all seasons accessible roads, lodging and catering facilities are very imperative to complement with our tourism center to make tourists travel and have a wonderful stay in Bamenda. These indicators are examined in-depth below.

I.1 The existence of numerous and efficient health facilities

The North West region in general and Bamenda in particular, is endowed with enormous health facilities. The availability of these facilities is thanks to the state, private individuals and the Christian missions. At the administrative head of each sub-Division is found a government health Center, at the divisional level are hospitals.³⁴ As a result the seven divisions and 32 sub-Divisions possess a minimum of seven hospitals and 32 health centers respectively. In addition to that, there are also prominent mission and private clinics and hospitals such as the Shisong³⁵ specialist Catholic and Baptist

³⁴ Jeremiah Ncho Nkwenti, 43years, deputy regional director, Bamenda General Hospital, 21 July, 2013, Bamenda.

³⁵ Shisong Hospital is reputed for its effectiveness and efficiency in Cardiac operations in Cameroon.

Hospitals in Kumbo, the Saint John hospital in Batibo, the Acha General Hospital at Acha Tugi and annexes in Bamenda, the St Louis hospital teaching university and the Bamenda Regional metropolitan hospital. Nevertheless, most villages in the North West Region through village community development projects or with assistance from the state possess at least a health unit that can take care of tourists.

Photo 1 : side view of the regional hospital, North West Region



Source: Edison Akabi Ufeingwei, 15 May, 2023.

I.2 Availability of communication infrastructures

This will be examined in two dimensions. Firstly, the telephone network facilities available in Bamenda and secondly, the road infrastructure available in the region.

As far as radio and telecommunication networks are concerned, the government has implanted optic fibers in the region which facilitate communication. The region is animated in full capacity by the state CRTV through radios and television channels.³⁶ Other private radios include Abakwa FM, Canal 2, and S.T.V. There exist five telecommunication companies in the region. These include; CAMTEL, MTN, ORANGE, SET and NEXTTEL³⁷.

Though railway network is completely absent in this region, Bamenda is entirely accessible through car or motor bikes. A greater proportion of the urban road network

³⁶ Lum Claudia Fon, 36years, Journalist, the Post News Paper, 21 July, 2013, Bamenda

³⁷ Nexttel is reputed as the first 3G communication mobile company in Cameroon.

is paved. All the divisions and sub-divisions are linked by roads. As a result, tourists who will visit our center and want to explore the tourist potentials of the region through our tour circuits will be able to access these sites. More so, the government is putting in place policies to revamp air transport in Bamenda by reactivating the Bafut and Bali air ports.

I.3 Availability of viable financial institutions

The history of micro-financial institutions in Cameroon can be traced to the North West Region.³⁸ There exist enormous financial institutions in the region.

Since money is an important ingredient in travelling and business, tourists can find at their disposal financial institutions ranging from micro cooperative societies with flexible financial facilities, to banks of international standards. Prominent among them are banks such as; “Société Generale des Banques du Cameroun (S.G.B.C), Banque Intenationale du Cameroun pour l’Epargne et le Credit (BICEC)” Atlantic Bank, AFRILAND First Bank, National Financial Credit (N.F.C) and a number of credit unions and micro-financial institutions such as ; Azire, Police, Ntarikon credit unions, Rural Investment Credit (RIC), Express Union, Express Exchange and others offering express money transfer services such as Money Gram and Western Union which are of great importance to tourists.

I.4 The existence of abundant electricity and water resources

Electricity and water are vital components for the development and promotion of tourism. In Bamenda, hydro-electric supply and portable water are handled by ENEO³⁹ and Cam-water respectively. Though there are frequent cuts, the government has implanted standby plants to remedy the situation. Also, there is a project in the making for the construction of a hydroelectric dam at the Menchum falls⁴⁰.

³⁸ Solomon Ngwa Fru, 51, Loan officer, Azire Cooperative Credit Union Bamenda, 21, July 2013, Bamenda

³⁹ ENEO-The Energy of Cameroon is a British base hydroelectricity Company that has succeeded AES sonel.

⁴⁰ Abdou Kanfon, “The impact of Human Activities on Water Resource”, A dissertation for the award of DIPES II in Geography, ENS Yaounde, University of Yaounde I, 1999. p.26.

I.5 The presence of enormous lodging establishments

The North West Region possesses a variety of lodging facilities ranging from unclassified to 3 stars hotels. Its lodging establishments offer a capacity rate of 1394 rooms and 1429 beds respectively.⁴¹ The prominent hotels here include; Ayaba (state owned) Mondial (private) PENN PAN Pacific, AZAM, International Hotel and MWAWA Hotel which have witnessed a high rate of expansion due to the influx of tourists in the past five years. Apart from living in the hotel, the inhabitants of Bamenda portray a high degree of hospitality to tourists who at times prefer to live with host communities in their private homes.

Photo 2: Mawa Hotel in Bambui and Ayaba Hotel in Bamenda



⁴¹ “North West Regional Delegation of Tourism and Leisure”, 2010 Annual Report, p.11

Table 2: lodging establishments in Mezam division

N°	NAME OF ESTABLISHMENTS	LOCATION	N° OF ROOMS	N° OF BEDS	BAR	RESTAURANT	N° OF WRKERS
1	Ayaba Hotel	Bamenda	100	100	Bar	Restaurant	65
2	Mondial Hotel	Bamenda	39	40	B	R	22
3	PENN PAN Pacific	Bamenda	40	40	B	R	
4	AZAM Hotel	Bamenda	77	77	B	R	
5	JEP's Hotel	Bamenda	22	22	B	R	11
6	Hotel Le Bien	Bamenda	26	29	B	R	6
7	Holiday Hotel	Bamenda	30	30	B	R	5
8	International Hotel	Bamenda	61	68	B	R	12
9	Rocher's palace Hotel	Bamenda	10	10	B	R	
10	Hotel Resort 84	Bamenda	26	26	B	R	
11	Kinto Hotel	Bamenda	19	19	B	R	
12	Wisdom Garden	Bamenda	12	12	B	R	
13	Abongwa Palace Hotel	Bamenda	10	10	B	-	4
14	Moitsa Hotel	Bamenda	24	24	B	R	5
15	DEF Hotel	Bamenda	18	118	B	R	
16	JAMIA Motel	Bambui	20	20	B		
17	Clifton Hotel	Bamenda	20	20	B	R	10
18	Unity Hotel	Bamenda	24	24	B	R	6
19	Dominion Hotel	Bamenda	22	22	B	R	10
20	Central Park Hotel	Bamenda	47	47	B	R	
21	JUA Hotel	Bamenda	41	41	B	R	
22	City Beach Hotel	Bamenda	17	17	B	R	
23	Kangie plaza hotel	Bamenda	17	17	B	R	
24	Plannet Hotel	Bamenda	12	12	B	R	12

25	New city hotel	Bamenda	10	10	B	R	2
26	Donga palace hotel	Bamenda	13	13	B		4
27	PELICAN Hotel	Bamenda	20	21	B	R	6
28	Green Hill hotel	Bamenda	9	9	B	-	2
29	Jolema Guest Home	Bamenda	12	12	B	-	
30	Golden Fleece	Bamenda	14	14	B		4
31	Greenwood hotel	Bamenda	10	10	B	R	3
32	Bamenda Guest Home	Bamenda	15	15	B	-	3
33	Honesty Inn	Bamenda	12	12	B		3
34	Heritage hotel	Bali	12	12	B		
35	Cristal Hotel	Bamenda	22	22	B		10
36	SENATOR Hotel	Bamenda	14	14	B	R	
37	SABOGA Bafut	Bafut	6	6	B	R	
38	Fabulous hotel	Bamenda	18	18	B	-	
39	Mansfield hotel	Bamenda	16	16	B	R	
40	Avenue stop hotel	Bamenda	31	31	B	R	
41	Marshu motel	Bamenda	11	11	B	-	
42	K-Town palace hotel	Bamenda	12	12	B	-	
	TOTAL		988	1000			

Source: Edison Akabi Ufeingwei, on bases of informations gotten from the Regional Delegation of Tourism and Leisure, NWR, 15 May, 2023.

I.6 Availability of efficient catering enterprises

The North West Region possesses enormous food varieties that catch the appetite of many tourists and visitors. Apart from restaurants attached to hotels, Bamenda deploys more than 24 independent restaurants and Snack bars that sell food to tourist. The most famous are presented on the table below.

Table 3: independent snack bar-restaurants in Bamenda

N°	NAME OF ESTABLISHMENT	LOCATION	CAPACITY
1	Chambo Master's Snack	Bamenda	100
2	Dallas Snack Bar Restaurant	Bamenda	100
3	Obama Snack	Bamenda	100
4	Njini & Sons Snack/Bar/Restaurant	Bamenda	40
5	Sis. Rose Snack/Bar/Restaurant	Bamenda	100
6	BB 91 Snack bar	Kumbo	50
7	Friman Restaurant	Bamenda	40
8	Milano snack/Bar	Bamenda	100
9	Dreamland Restaurant	Bamenda	250
10	Alizane restaurant	Bamenda	150
11	OASIS Restaurant	Bamenda	40
12	Friendship Restaurant	Bamenda	40
13	Metro pole Restaurant	Bamenda	
14	Franc-Floor Restaurant	Bamenda	200
15	Royal Restaurant	Bamenda	50
16	KIDEX Restaurant	Bamenda	100
17	Myanmar Restaurant	Bamenda	150
18	Foma Restaurant	Bamenda	60
19	Prima Bib	Bamenda	100
20	Super class Restaurant	Bamenda	100
21	Princess Restaurant	Bamenda	50
22	Hawaii Restaurant	Bamenda	150
23	Dreamland plus Restaurant	Bamenda	

Source: Edison Akabi Ufeingwei, on bases of information gotten from the Regional Delegation of Tourism and Leisure, NWR, 15 May, 2023.

NB: The above table shows that; the Region counts about 23 independent Snack Bars and Restaurants. It can also be noticed that out of the 23 establishments, 22 of them are located in the Bamenda city and only one found out of town. Out of the 23, a few operate clandestinely, implying that promoters of this sector understand the need to abide by the rules and regulations governing this sector.

Photo 3: saddle Hill Ranch restaurant, Bafut



Source: Edison Akabi Ufeingwei, 15 May, 2023.

II.7 Availability of transport and tourism agencies

There exist many tourism agencies involved in transportation, ticketing, guides and reservation activities. Some of these are presented on the table below.

Table 4: some transport and tourism agencies in the North West Region

N°	NAME OF AGENCY	LOCATION	ACTIVITY
1	Amour Mezam Tourism Agency	Bamenda	Inter-Urban transportation
2	Guarantee express	Bamenda	Inter-Urban transportation
3	Moghamo	Bamenda	Inter-Urban transportation
4	Symbol of Unity Travel – Tourism Agency	Bamenda	Inter-Urban transportation
5	Mac-Tourism Agency	Bamenda	Reservations
6	Eco-Travel & Tourism Agency	Bamenda	Guide and reservations
7	Laro Tourism Agency	Bamenda	Guide and reservations
8	Zwinkels Tours Cameroon	Bamenda	Ticketing reservation and guides
9	Tegasuh World Travel	Bamenda	Car rentals, ticketing and guide
10	Holly Wood Travel	Bamenda	Ticketing and reservations
11	NADED Tours	Bamenda	Guide and ticketing

Source: Edison Akabi Ufeingwei, on bases of information gotten from the Regional Delegation of Tourism and Leisure, NWR, 15 May, 2012.

As can be seen on the table above we have a total of Ten Tourism Agencies in the region. Unfortunately, most of them for lack of professionalism, carry out only inter-urban transportation.

II. ACTORS OF TOURISM DEVELOPMENT IN THE AREA

In this section of our work, we will present the actors of tourism that contribute to the development and growth of this sector in this region. Since tourism is a transversal activity, its development cannot be left or influenced by one stakeholder. It constitutes a college of all actors of the economy such as the state, the private individuals, civil society, the religious folk, the local population and the Decentralized Territorial Collectivities

II.1 Private individuals

With the state being the main regulator, there also exist private individuals that influence tourism development in the North West Region. Their contribution ranges from the taxi driver, truck pusher, restaurant and hotel owners, tour operators and owners of travel agencies.

Photo 4: overview of the beautiful scenery of the Saddle Hill Ranch, Bafut Bamenda



Source: Edison Akabi Ufeingwei 28 July, 2023

II.2 Religious bodies

Although, the main objectives of the religious bodies were to preach the word of God to its faithful, the church has evolved in its activities and is playing an important role in tourism development in the North West region.

Apart from its religious role, some Christian denominations are operating health and educational services in the North West region which contribute to the health of tourist who visit the region.⁴² Amongst these are the Presbyterians, the Catholics, the Baptist, the Full Gospel and other Pentecostal denominations whose educational services also boost the tourism market through students' excursions and tour circuits.

Photo 5: Azire Old church in Bamenda, built in 1952.



Source: Edison Akabi Ufeingwei 27 July, 2023

II.3 Colonial legacies

During the German colonial administration in Kamerun, Bamenda “Up Station” served as the seat of command for German rule in the Bamenda Division.⁴³ As a result, the Germans constructed and roofed some buildings with baked bricks here that still stand the challenges of our time to indicate the historic presence of German occupation and rule in this region. Though gradually demolishing into ruins, these buildings that

⁴² Emmanuel Acha Chi, 39 Years, Parish Pastor, Azire, 23 July, 2013, Bamenda.

⁴³ N Robert Suh Fru, 38 Years, Doctor PHD in political science, 19 October 2013, Yaounde.

currency serve as the North West Governor’s office has always been a force of attraction to tourists in and out of the region.

Photo 6: colonial German buildings in “Up Station Bamenda”.



Source: Edison Akabi Ufeingwei, 10/07/2023

II.4: The indigenous communities

There exist many ethnic groups in this region. They act as an integral part of tourism development in the region. Their populations rally under traditional heads called Fons. These are believed by the subjects to be the link between the living and the ancestors.⁴⁴ The palaces which are the traditional base of these populations portray a tourist attraction through the spectacular traditional modes of construction. They equally fabricate craftworks which satisfy the appetite of tourists. These always reflect their tradition and represent their identity. Some of its hospitable populations work in hotels, some as maids, caps drivers, and some as local guides.

Photo 7: Bafut traditional palace

⁴⁴ Amos Atigetue Akwa, 42 Years, King Maker Tinechung Traditional Council, 10 June 2013, Tinechung



Source: Edison Akabi Ufeingwei, 09 December 2023

Photo 8: villagers mourning a Fon in Bali



Source: Edison Akabi Ufeingwei, 07 December 2023

NB. The Lela festival is celebrated every year in the Bali land in the North West Region. This magnificent cultural event brings to Bali sons and daughters of Bali to communion and showcases their tradition while paying tribute to their ancestors.

II. 5 The state and its public organs

The state is the main active influencer and regulator of tourism in the North West region. Through the central administration, the legislature sets the rules and regulation that govern tourism in the entire country.⁴⁵ Following the coming into existence of the

⁴⁵Zacharia Awanga, 59 Years, Senator and Promoter Azam Hotel, 12 July, 2013, Bamenda.

law of decentralization and concentration, the state is still active in the regions through decentralized territorial collectivities through regional delegates, Government delegates and mayors of municipalities contribute for the growth of tourism in this region.

In other words, the role of the state in the development of tourism in the North West Region cannot be underestimated. Since tourism is a complex and transversal activity, the state through the regional delegates of tourism, culture, transport, environment and nature protection, public security, defense, public works, forestry and others contribute immensely to the development of tourism in this region. This contribution can be rated in several folds:

- They ensure peace and security in the region which is a significant ingredient in tourism development through the efforts of the central administration and agents of the public security and the arm forces.
- They develop road infrastructure which make the region accessible to tourists
- The state provides health facilities which are important indicators in tourism development
- The regulation and establishment of transport infrastructures such as airports and travel agencies in the North West region.
- Through regional and divisional delegations of tourism and culture, the state animates tourism and cultural activities in this region.
- Through the delegations of forestry and environmental protection, the state ensures the preservation of the forest and environment which are inseparable elements in tourism development.
- The state has constructed Ayaba Hotel which had served as the main lodging establishment to tourists in the region.

The state through the parliament equally sets the laws governing tourism activities in Cameroon such as law N° 98/006 of 14th April 1998 relative to tourism activity and decrees N° 99/443/pm of 25th March 1998, fixing the modalities of application of law N° 98/006 of 14th April 1998. However, to establish the supreme role of the state in tourism development in Cameroon, the legal framework of the work will be discussed in chapter three of the work while a summary of ministerial departments and other international bodies influencing tourism activities is presented overleaf.

Photo 9: 50th Anniversary celebrations monument of the armed forces in 2023 Bamenda.



Source: Edison Akabi Ufeingwei 27 July, 2023

Table 5: 2010 investment credit and expenditure made by the regional delegation of tourism-NWR for the financial year

N°	DESCRIPTION	ALLOCATION	EXPENDITURE	BALANCE
1	Construction of Bar restaurant at Lake Awing	50.000.000	48.906.811	1.093.189
2	Construction of Regional Delegation of Tourism	40.000.000	39.573.828	426.172
	TOTAL	90.000.000	88.480.639	1.519.361

Source: Edison Akabi Ufeingwei, on bases of information gotten from the Regional Delegation of Tourism and Leisure, NWR, 15 May, 2023.

NB. The investment credit as outlined above was effectively used for some work in Lake Awing and the Regional Delegation. The contracts were won by Ets BEIS and AKEHNDUM CONSTRUCTION from the Regional Tender Board respectively.

However, it is important to note here that the role of the state as an actor in tourism development in the North West region remains central and supreme. She stands as the main coordinator and regulator. Nevertheless, they are other actors which in their little way contribute in the development of tourism in Cameroon.

III. TOURISM DEMAND AND MARKET ASSESSMENT IN THE REGION

In this section of our work, we are going to analyze, examine the degree or elasticity at which tourist respond to the enormous attractive tourist resources of this

region. Having this knowledge will help us orientate our strategies to the type of products or the level of investment we will function with and operate. This analysis was based on information gathered from administrative documents, questionnaires, interviews and oral tradition.

III.1 Tourism demand through official documentation

In order to evaluate tourism demand in the North West Region, we got some information from the Regional Delegation of Tourism in the North West Region which gave us statistics on tourists' arrivals and stay in some hotels in Bamenda from 2020 to 2023.

Table 6: arrival and duration of tourists in Bamenda, 2020.

Month	Arrivals			N0 of nights spent			Global total	
	CAM	Resident Foreigners	Non-Resident	CAM	Resident Foreigners	Non-Resident foreigners	Arrivals	stay
January	2835	170	88	3073	185	188	3093	3446
February	2804	65	141	3028	83	255	3010	3366
March	2911	63	88	3124	94	137	3062	3355
April	1960	912	942	2185	936	1008	3814	4129
May	2745	42	83	2951	50	129	2870	3130
June	2679	53	81	3040	83	115	2813	3238
July	2627	23	85	2923	40	111	2735	3074
August	3118	66	74	3551	94	115	3258	3760
September	2836	55	99	3180	89	127	2990	3396
October	2753	32	81	3068	55	161	2866	3284
November	3647	85	107	3945	10	169	3762	4124
December	3021	47	137	3402	66	175	3205	3743
Total	3393	1536	2006	3747	1785	2790	37478	4204
	6			0				5

Source: Edison Akabi Ufeingwei, on bases of information gotten from the Regional Delegation of Tourism and Leisure, NWR, 15 May, 2023.

Commentary on table 6 above

It can be realized that between January and March, there was a slide increase of tourists' arrivals amongst the three categories. This can be justified by weather conditions which constitute the end of the dry season. From April to mid-October, there was a slump due to heavy rains that led to poor roads. From late October to February, there is increase justified by the dry season which leads to suitable though dusty roads and cultural festivals.

It was equally noticed that, within the peak months, many hotels lodged more tourist and vice-versa. In the months of January, February, March, September, October, November and December, many hotels recorded increase in number of nights spent.

However, in 2009, the NWR recorded a total of 33936 national tourists, arrivals and 37470 nights, 1536 resident foreigners' arrivals and 1785 nights, 2006 nonresident arrivals and 2790 nights making a gross total of 37478 arrivals and 42045 nights. This was encouraging compared to previous years.⁴⁶

Table 7: number of arrivals and stay of tourists in relation to country of origin

	Arrivals	Number of nights
Non-Resident		
CEMAC	100	110
Other Africans	197	215
Germans	107	266
French	215	317
British	97	108
Italians	96	118
Swedish	30	56
Belgians	149	210
Swiss	88	110
Dutch	116	127
Other Europeans	218	310
Americans	250	398

⁴⁶Annual Report, Regional Delegation of Tourism and Leisure, North West Region, 2012, pp.14-16.

Canadians	71	107
Russians	45	90
Asians	49	57
Middle East	97	110
Others	81	81
Total	2006	2790
Cameroonians	33936	37470
Foreigners	1536	1785
Global	37478	42045

Source: Edison Akabi Ufeingwei, on bases of information gotten from the Regional Delegation of Tourism and Leisure, NWR, 15 May, 2023.

The table above shows countries or Regional Groupings Representation in tourist arrivals in the North West Region in 2009. It portrays a greater European representation with Americans, French, and Belgians with higher frequencies.

Table 8: tourists' arrivals and stay in 2023

Month	Arrivals			N° of nights spent			Global total	
	CAM	Resident foreigners	Non-Resident	CAM	Resident Foreigners	Non-Resident foreigner	Arrivals	Stay
January	3831	272	188	3093	285	298	3093	3446
February	2102	165	191	3088	183	295	3010	3366
March	2014	102	128	3164	194	167	3062	3355
April	1861	1012	1001	2185	1936	1008	3814	4129
May	1743	142	183	2971	150	169	2870	3130
June	1670	93	180	3030	183	155	2813	3238
July	1908	113	196	2953	140	191	2735	3074
August	2116	166	212	3571	194	195	3258	3760
September	3833	155	199	3480	189	227	2990	3396
October	4751	232	281	3368	155	261	2866	3284

November	4642	285	207	3955	110	269	3762	4124
December	4921	247	237	3412	166	275	3205	3743
Total	35392	3150	3203	38269	3885	3771	36012	42045

Source: Edison Akabi Ufeingwei, on the bases of information gotten from the Regional Delegation of Tourism and Leisure, NWR, 15 May, 2023.

Table 9: turnover of some tourism establishments in the North West region from 1st January 2012 to 31 December 2012

Period	Rooms	Break Fast	Restaurant	Bar	Telephone	laundring	Divers	Total	Impots et taxes	Total net sales
JANUARY	25392 100	2476 450	10834 400	8990 450	-	10705 0	5206 800	53007 250	1855 106	51152 144
FEBRUARY	31111 500	2389 150	86567 00	6776 400	-	76400	8745 5550	57755 700	2670 204	55085 290
MARCH	34400 200	2737 900	64814 00	9470 000	-	43900	3670 600	56804 000	6254 436	50549 564
APRIL	31716 050	2427 100	73952 00	6070 200	100 00	36800	2396 450	50051 800	1430 168	48621 632
MAY	29227 050	1435 850	53013 00	5661 275	-	29400	1748 500	43403 375	2085 551	41317 824
JUNE	28228 100	1291 900	81279 00	6009 875	-	49100	4293 800	48000 675	2587 477	45413 198
JULY	28121 750	1993 300	11159 200	4276 740	-	23200	4137 500	49711 6990	2607 710	47103 980
AOUGUST	33619 500	3240 550	10354 950	6678 150	-	11285 0	2632 100	56638 100	2689 625	53948 475
SEPTEMBER	25284 000	2950 350	33728 78	7939 400	-	9200	2858 400	42414 225	1461 074	40953 151

OCTOBER	29548 000	3362 950	10081 000	7192 060	-	15100	1812 900	52012 010	2816 009	49196 001
NOVEMBER	28972 500	3235 950	10282 700	6372 940	-	27600	2264 400	51156 090	2806 153	48349 937
DECEMBER	50316 610	6544 650	17996 50	1989 1305	-	20900 0	1510 1400	11006 5615	3828 206	10623 7409
TOTAL	37593	3408	11004	9533	100	73960	5486	67102	3309	63792
L	7360	6100	7275	1795	00	0	8400	0530	1719	8811

Source: Edison Akabi Ufeingwei, 15-05-2023

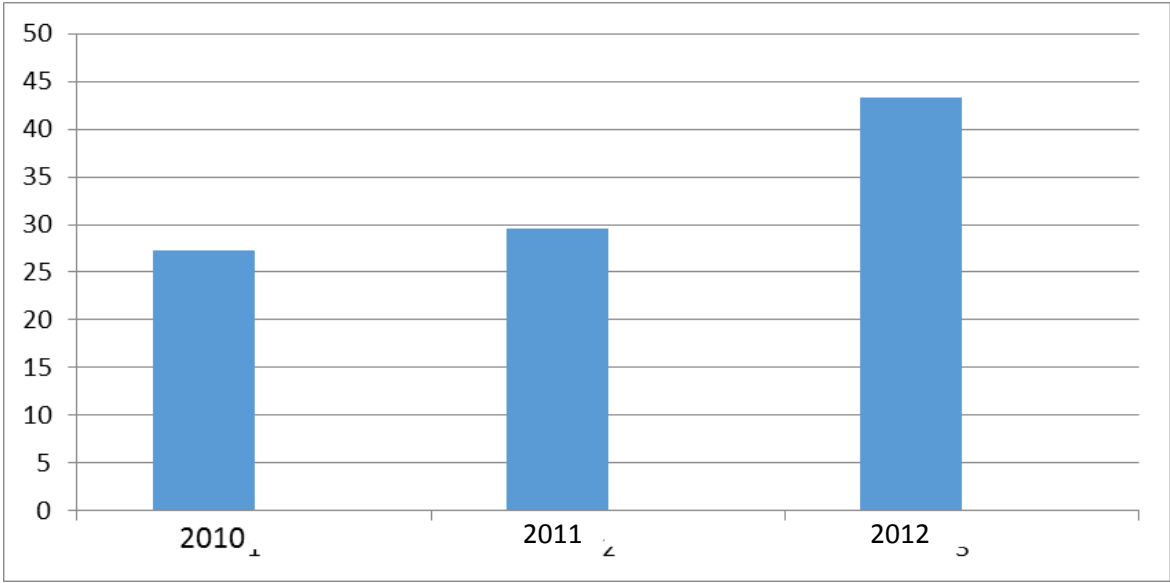
Table 10: evolution of Tourists Arrival and Stay in the NWR from 2010 to 2012

Year	No of Arrivals	No of Nights spent
2010	37478	42044
2011	40641	48519
2012	59522	61548
Total	137641	152111

Source: Edison Akabi Ufeingwei, on bases of information gotten from the Regional Delegation of Tourism and Leisure, NWR, 15 May, 2023.

NB. It was realized that there was an increase of 3163 arrivals in 2010 giving a 24% rate and 27.5% rate in 2011 respectively. Nevertheless, the evolution between 2011 and 2012 was very tremendous recording a percentage rate of 48.5%. Here we witnessed more increases in arrivals of 18881 tourists that did not spend more nights in hotels. However, the evolution was very impressive.

Graph 1: evolution of tourists' arrival between 2010-2012



Source: Edison Akabi Ufeingwei, 15 May, 2023.

IV. TOURISM SUPPLY IN THE NORTH WEST REGION

What we refer here as tourism supply constitutes what the North West Region stands to offer as tourist products apart from those our center will offer. This has to do with the specification of the tourist products that the region possesses that will be put at the disposal of the clients. In this regard, a tourist product can be defined as the sum of goods and services which the tourist consumes from the moment when he leaves his residence until when he returns. In another perspective, it can be viewed as the aggregate of goods and services in both material and immaterial form and in both natural and cultural milieu which a destination proposes to visitors when they visit. In summary, these products or features can be highlighted below in the form of dominant tourism types prominent in the North West Region.

IV.1. Ecotourism

This type of tourism consists of the assembling of all the forms of tourism based on nature. The principal motivation for this type of tourism is to observe and appreciate nature. Eco-tourism is dominant in this region since its relief is naturally hilly and portrays old broken picturesque high peaks which result to solidified volcanic mountain ranges such as Mount Oku in Oku, Mount Tine in Tinechung-Ngie and a good number

of isolated lakes and escarpments that results in tourist features such as Lakes and waterfalls. Prominent lakes such as those in Oku, Awing, Nyos, Bambili and Wum and waterfalls such as Abbi Fall in Mbengwi, Menchum Fall in Wum-just to name a few. The prevalence of ecotourism in the region has greatly contributed to nature protection thus resulting in the promotion of sustainable tourism.

Photo 10: ecotourists in Ndop



Source: Edison Akabi Ufeingwei, 12 May, 2023

IV.2. Agro tourism

Agritourism is a form of sustainable tourism development in multi activities in rural areas which allows visitors to get acquainted with agricultural area, occupation, local products, traditional cuisines and daily life of the people while showing respect for the environment.⁴⁷ This form of tourism is specific in this region. Two thirds of the populations in this region rely mostly on agriculture for livelihood since industrial activities are almost absent. Here both food and cash crops are produced in significant quantities that can be pleasing to tourists. Vegetables such as cabbages, leeks, Irish potatoes, soya beans are produced in Santa, Pinyin, Ndu, and Ndop while cattle rearing are practiced dominantly in Donga Mantung.

⁴⁷ http://wikipedia.org/wiki/agro_tourism

Photo 11: vegetable cultivation in Bamenda and Ndawara tea cultivation in Ndop.



Source: Edison Akabi Ufeingwei, 10/12/2023

IV.3. Cultural tourism

The culture of a people can be defined as the sum of behaviors of an individual or society that generally focuses on the traditional indigenous communities with diverse customs, unique form of arts and distinct social practices which basically distinguishes it from other types of cultures. Therefore, it is these cultural attributes of a people which attract tourists to participate in it that determines cultural tourism. In the NWR in general, and Bamenda in particular, cultural tourism is showcased through traditional dances, attire, rituals, festivals, food types and others. Over the years, this form of tourism has recorded much fame in terms of attracting tourists to the region. Some of these cultural manifestations are displayed below.

Photo 12: NW traditional outfit in the celebration of the 2012 edition of the Lela festival.



Source: Edison Akabi Ufeingwei, 07 December 2023

NB: The Lela festival is celebrated every year in the Bali land in the North West Region. This magnificent cultural event brings to Bali sons and daughters of Bali to communion and showcases their tradition while paying tribute to their ancestors.

Table 11: summary of types of Tourism prominent in the NWR

Type of Tourism	Associated Activities
Ecotourism	Mountaineering, birds watching, hunting camping, retreats and others,
Agri-tourism	Crops production, livestock rearing, bee farming
Cultural tourism	Cultural manifestations, folk tales and songs, visits to historical places, craft production

Source: Edison Akabi Ufeingwei, 21-04-2023

V. A SWOT ANALYSIS OF THE HOSPITALITY INDUSTRY IN THE NORTH WEST REGION

This analysis is a market study that critically evaluates the possibility of the success or failure of a business given the positive or negative features around the business environment.

S= Strengths, W=Weaknesses, O=Opportunities, T=Threats

V.1 Strengths

These are the positive factors that can influence the growth of tourism in the North West Region. They include:

- The region serves as an Eldorado for cultural tourism
- The highly centralized, traditional administrative system under Fons⁴⁸ is greatly admired by tourists.
- Enormous tourism indicators
- A hard-working private economy
- A hospitable local population

⁴⁸ The noun Fon is an appellation attributed to traditional rulers in the North West Region. They are believed to be the link between the living and the dead.

- An influential student population

V.2 Weaknesses

These include those factors that impede or can retard the development of the hospitality industry. They include:

- Inadequate skilled labor force
- No access to the sea
- Absence of rail network
- limited Air transport facilities

V.3 Opportunities

These are those positive sectors or areas that can influence the hospitality industry that the promoter or community can exploit as advantages.

- The meandering and hilly nature of the entrance to Bamenda appeases tourists.
- Its temperatures are generally accommodating to tourists
- Labor force here is cheaper
- There is abundant food supply
- Bamenda is proving to be the center of Academic excellence
- Professional education is currently rifting in the field of hospitality in the Region.
- More tourism centers and establishments have been created in recent years in the region.

V.4 Threats

- The position of the North West Region`s monopoly on cultural tourism is threatened by the Western Region⁴⁹.
- Youths are increasingly influenced by westernization.
- The town of Bamenda is highly noted for cyber criminality⁵⁰.

⁴⁹Daniel Asamba Onana, 43 years, Regional Delegation of Tourism. North West Region, 22 July, 2013, Bamenda.

⁵⁰Jeremiah Choh Mofor, 43 years, Senior Superintendent of police, 2nd District police station, 23 July, 2013, Bamenda.

This chapter of the work was intended to present the project area and assess the hospitality industry in the North West Region. It has unveiled aspects such as basic infrastructures associated with this industry. The tourism market in terms of tourism demand and actors of tourism in the region were presented. The chapter ended with a smart SWOT analysis of the region in relation to tourism development. In all, this part of the work was intended to examine and prepare grounds for inspection and feasibility studies for the subsequent chapter. This will dwell on the practical part of the work which is the implantation proper of the project which is the main objective of this research work.

CHAPTER THREE

METHODOLOGY, DATA ANALYSIS AND INTERPRETATION OF RESULTS

3.0 INTRODUCTION

This chapter examines the various methods and procedures that the researcher used to collect data to establish the impacts the population of Bamenda will have as a result the valorization of its tourism potentials.

3.1 Research Design

In order to obtain data required to evaluate the impacts of tourism development on tourism and hospitality industry in Bamenda, the researcher designed an approach that included the application of both the qualitative and quantitative methods. This required the researcher to establish a questionnaire through which a survey was carried out by interviewing hotel owners, employees, guests and other stakeholders in Bamenda and its environs about the impacts on their business as a result of tourism improvement and the establishment of a tourism center.

3.2 population, sample and techniques

3.2.1 Population of the study

Generally, the target population of the research was designed to cover all the hotel owners, employees and clients in hotels in Bamenda. However due to some mobility constraints and other impediments, some hotels were selected for the survey at all levels ranging from four stars hotels down to non-classified like motels and inns. The sampled hotels were shortlisted from the four sub-divisions of the Bamenda City Council. To this effect, of the more than 270 classic and more than 300 non-classified lodging establishments with an estimated workforce of more than one thousand employees, the total sampled population was 79 employees and 21 hotel owners making a total of one hundred. During the pre-test exercise, it was realized that the guests were not willing to be interviewed. The sample population under study included both sexes and ranged from different age groups. The survey took into consideration the professional and educational backgrounds of all sampled because most of the hotels were family businesses and there was no regard to competence of employees. The minimum educational level of respondents ranged from GCE advanced level to Master's degree. There was no discrimination of the population as to race and cultural background.

3.2.2 Sample size

The sample size of this research was limited to 100 respondents being employers and employees of selected hotels in Bamenda.

3.2.3 Sampling Method/Techniques

The researcher used a selective sampling in collecting data. That is collecting data from particular or chosen departments or employees in the organization

3.3 Sources of Data Collection

In the course of obtaining relevant data on the impacts of tourism and hospitality development in Cameroon, the researcher based on the primary and secondary methods.

3.3.1 Primary sources

Through this method of data collection, the researcher established questionnaires which were used to conduct interview with employees, clients and some hotel owners.

3.4 Validity and Reliability

Validity is defined as the truthfulness of our research instruments. While reliability on the other hand is defined as the consistency of an instrument to measure what it is intended to measure under the same condition.

3.4.1 Face Validity

The research instrument used by the researcher included questionnaires, observation grills and interview guides. A set of questions were written down and given to our respondents. Also, the researcher did observations and few interviews on the respondents. The respondents identified in this instrument were both males and females and included both workers and clients or visitors of the organization. The research questions were gotten of formulated from both the dependent variable (profitability of hospitality enterprise) and the dependent variable. This means that the researcher brought up questions in relation to the topic under study.

3.4.2 Content Validity

The research questions prepared by the researcher were all gotten from the research topic as the researcher tried to get more information about what we were researching on.

Therefore, all the questions involved in the questionnaires were prepared in relation to the chosen topic.

3.4.3 Pre-test

In order to be sure of the effectiveness and accuracy of the questionnaire, the researcher conducted a pre-test in few hotels and realized that the guests were not interested in any interaction with anyone except the hotel staff. As a result, the researcher reformulated the questionnaire to focus on the hotel employers and employees.

3.5 Construction of the Research Instrument

The questionnaire was designed to obtain relevant information concerning the impact of developing tourism in Bamenda. The introductory part of the instrument sought to identify the respondents and the hotel property. The other sections were constructed to have information on how the hotels will be affected in relation to occupancy rate, profit and other services to be provided directly or indirectly.

The last part of the research instrument sought to know the future of the hotel industry in Bamenda as a result of the establishment of a tourism center in this cosmopolitan city.

3.6 Method of Data Analysis

The data obtained was analyzed and presented in graphs, charts and tables.

II. ANALYTICAL PRESENTATION OF QUESTIONNAIRE RESULTS

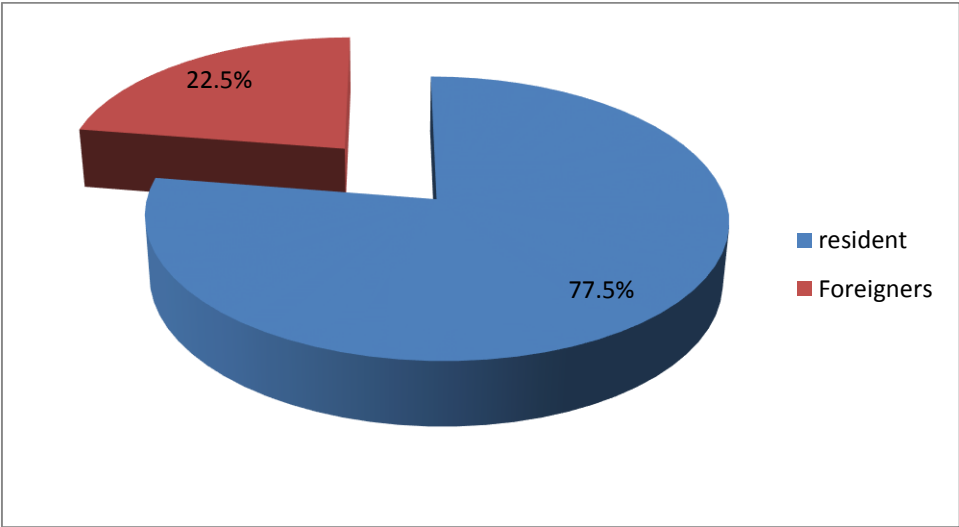
The graphs and tables below show the results of sampled questionnaire in the field about the establishment of our center. We sampled 200 respondents and the following results were gathered.

Table 12: identification of respondents

Identification	Number of Respondents	Percentage of Result (%)
Residents	155	77.5
Foreigners	45	22.5
Total	200	100

Source: Edison Akabi Ufeingwei, 21-05-2023

Chart 1 : identification of respondents



Source: Edison Akabi Ufeingwei, 21-05-2023

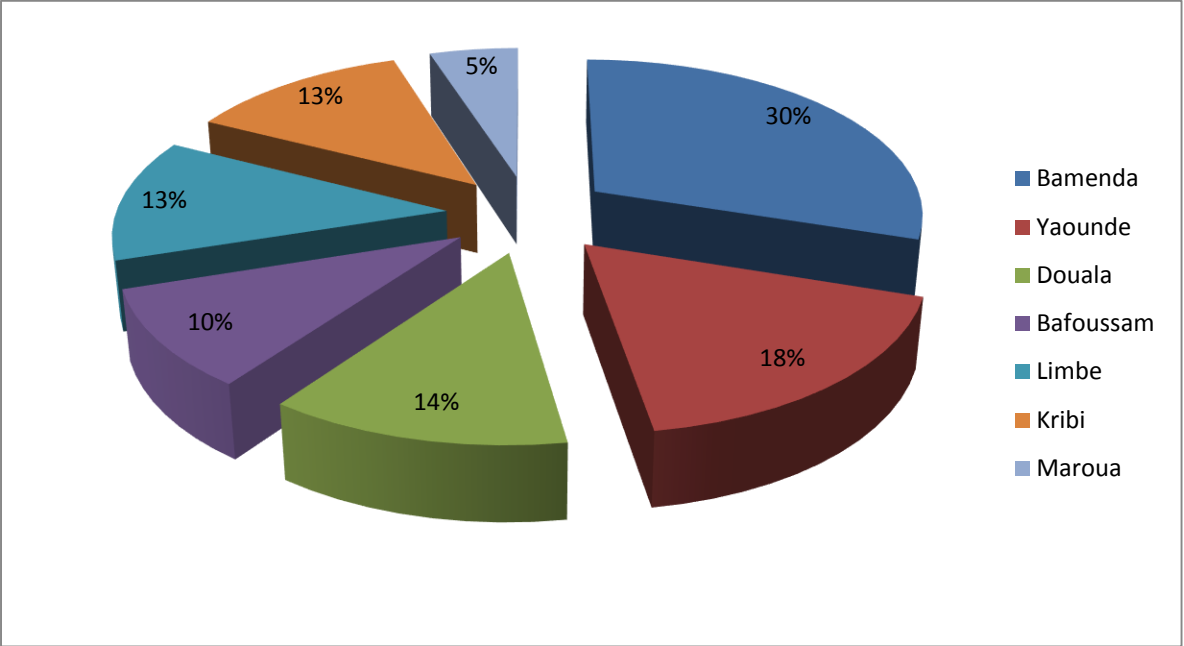
The table and graph above show the results of our questionnaire administered in Bamenda. The total number of respondents was 200. Our results were 155 nationals and 45 foreigners giving the percentage scores of 77.5% and 22.5% respectively. This was intended to know the sources of our clientele.

Table 13: Places of survey

Towns	Number	%
Bamenda	60	30
Yaounde	35	17.5
Douala	25	12.5
Bafoussam	20	10
Limbe	25	12.5
Kribi	25	12.5
Maroua	10	5
Total	200	100

Source: Edison Akabi Ufeingwei, 21-05-2023

Chart 2: places of survey



Source: Edison Akabi Ufeingwei, 21-05-2023

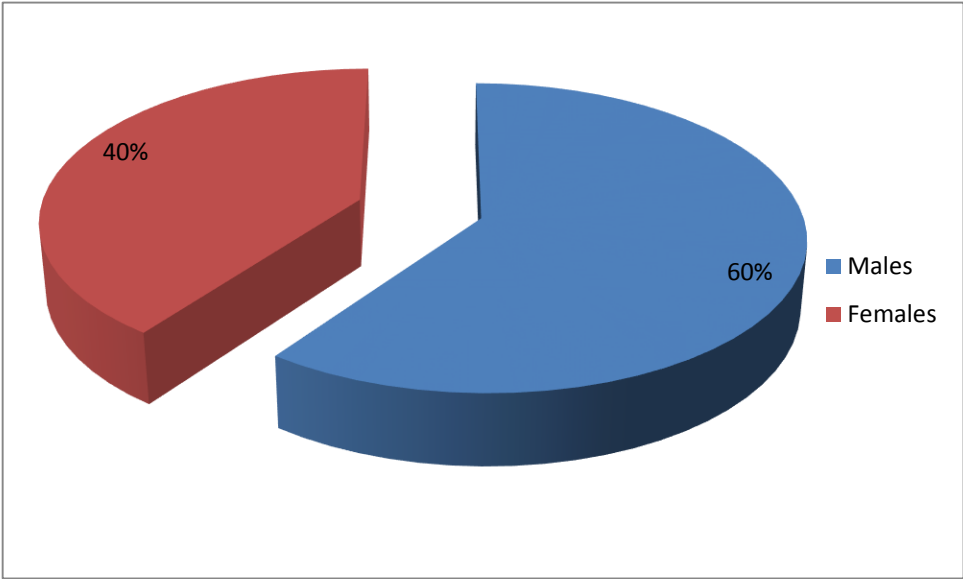
The graph and table above represent results of respondents from different towns

Table 14: gender of respondents

Sex	Number	Percentages (%)
Males	120	60
Females	80	40
Total	200	100

Source: Edison Akabi Ufeingwei, 21-05-2023

Chart 3: gender of respondents



Source: Edison Akabi Ufeingwei, 21-05-2023

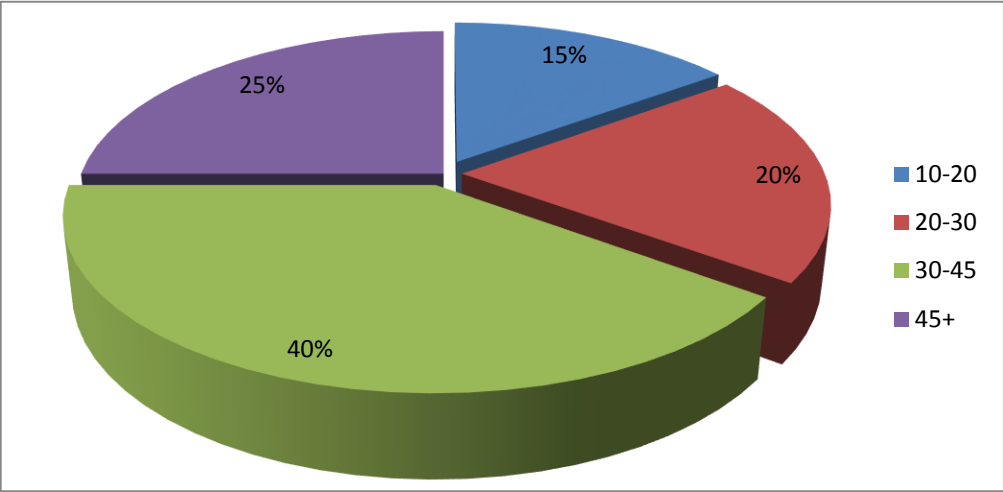
The table and graph and table above show the gender of our respondents. We observed that 120 people contacted were men while 80 were women giving a percentage of 60% for men and 40 for women.

Table 15: age group of respondents

Age	Number	Percentages (%)
10-20	30	15
20-30	40	20
30-45	80	40
45+	50	25
Total	200	100

Source: Edison Akabi Ufeingwei, 21-05-2013

Chart 4: age groups of respondents



Source: Edison Akabi Ufeingwei, 21-05-2013

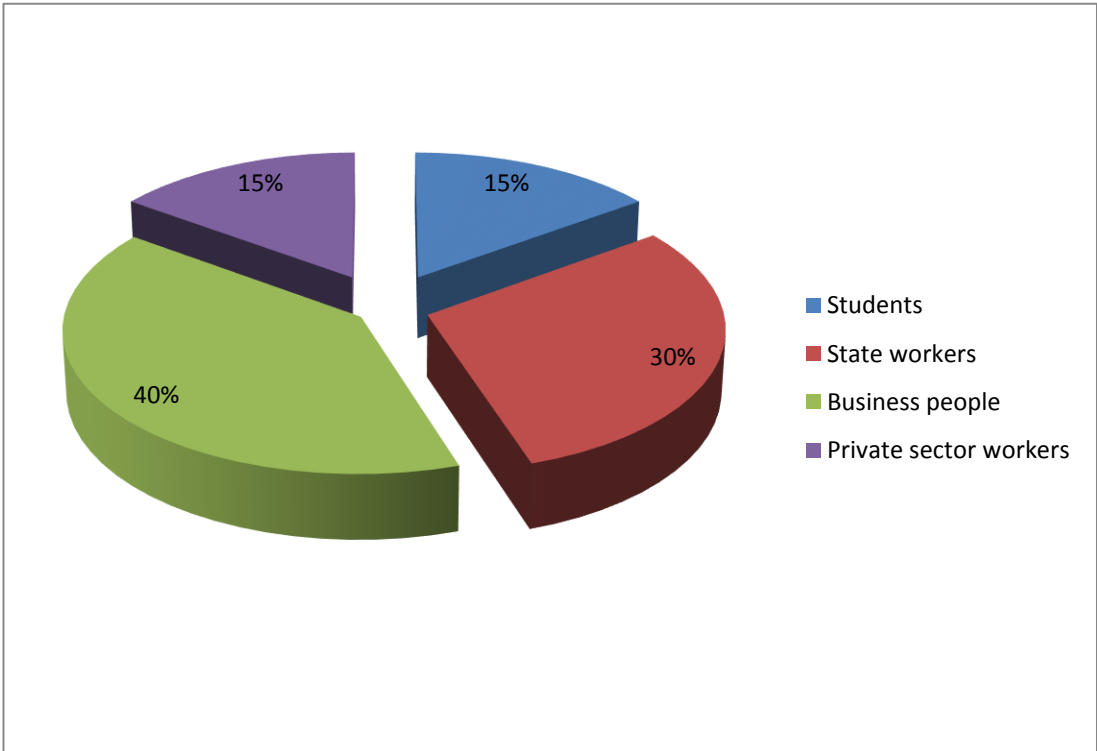
The graph and table above represent a demographic segmentation of the different age group of respondents surveyed. The youth population was mostly interested in excursions and other leisure activities like sports while adults were interested in activities such as festivals, lodging and catering.

Table 16: professions of respondents

Profession	Number	Percentages (%)
Students	30	15
State workers	60	30
Business people	80	40
Private sector workers	30	15
Total	200	100

Source : Edison Akabi Ufeingwei, 21-05-2013

Chart 5: professions of respondents



Source: Edison Akabi Ufeingwei, 21-05-2023

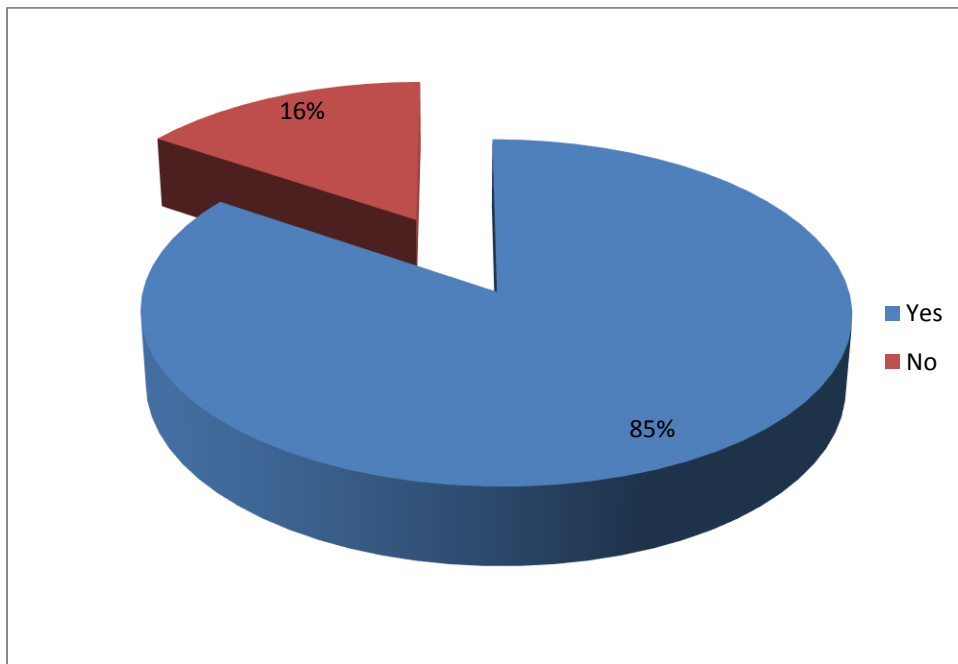
The table and graph above illustrate the different occupational groups of the 200 prospective clients that we interviewed. Students recorded 15%, state agents 30%, businessmen 40% and the private sector 15%.

Table 17: knowledge about a tourism center

Response	Number	Percentages %
Yes	169	84.5
No	31	15.5
Total	200	100

Source: Edison Akabi Ufeingwei, 21-05-2023

Chart 6: knowledge about a tourism center



Source: Edison Akabi Ufeingwei, 21-05-2023

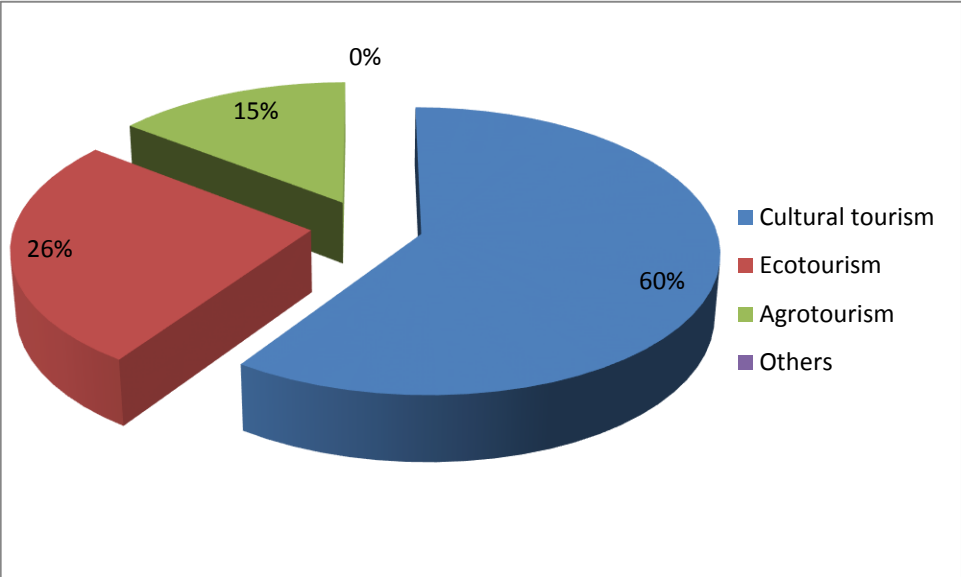
The table and graph above portray the degree of awareness of a tourism center by the prospective clients. The result shows that 84.5% of the sampled population already had an idea of such a center while 15.5 were still ignorant of it. This implies that the population which is ignorant about the project will be sensitized through our marketing strategies that will be put in place.

Table 18: respondents' familiarity with tourism types

Type	Number	Percentage (%)
Cultural tourism	119	59.5%
Ecotourism	52	26%
Agritourism	29	14.5%
Others	0	0
Total	200	100%

Source: Edison Akabi Ufeingwei, 21-05-2023

Chart 7: knowledge of tourism types common in the area



Source: Edison Akabi Ufeingwei, 21-05-2023

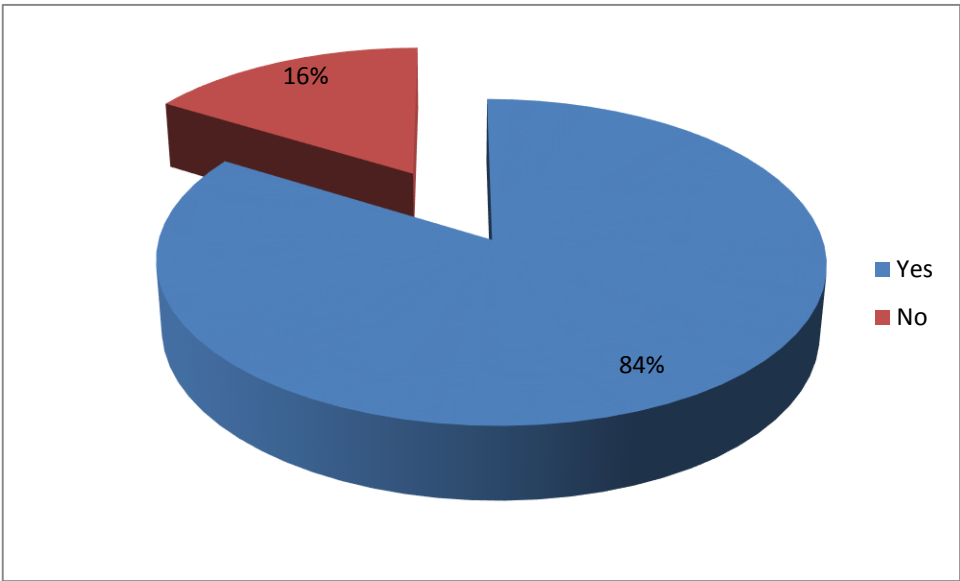
The table and graph above show the various tourism types that the people are familiar with and want us to implement in our center. Many have solicited cultural, and eco tourisms. These are prominent tourism types practiced in the region.

Table 19: public opinion about the establishment of such a tourism center

Response	Number	Percentage (%)
Yes	176	88%
No	34	12%
Total	200	100%

Source : Edison Akabi Ufeingwei, 21-05-2023

Chart 8: public opinion about the establishment of such a tourism center



Source: Edison Akabi Ufeingwei, 21-05-2023

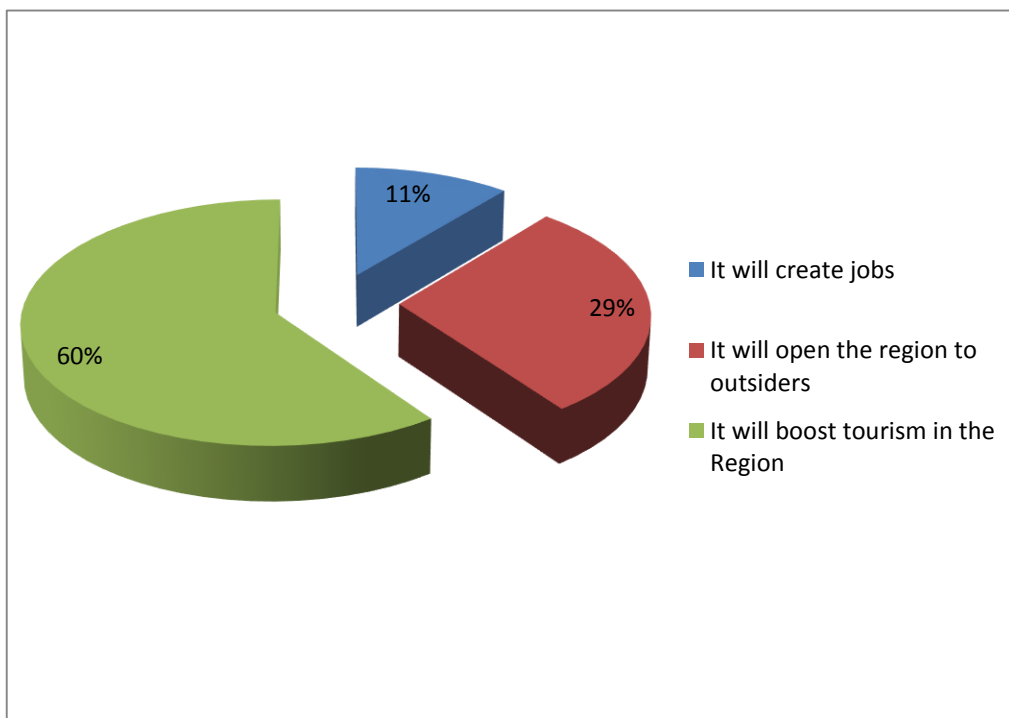
The table and graph above demonstrate the opinion of the public about the establishment of such a center in Bamenda. According to results sampled, we realized that 88% of the population expressed great desire for such a center while 12% was reluctant for it. Thus, we were impressed and motivated to continue with the project.

Table 20: reasons for supporting the creation of such a center

Reasons	Number of respondents	Percentage of respondents
It will create jobs	22	11%
It will open the region to outsiders	58	29%
It will boost tourism in the Region	120	60%
Total	200	100%

Source: Edison Akabi Ufeingwei, 21-05-2023

Chart 9: reasons for supporting the creation of such a center



Although this project has as main objective to develop and promote tourism in the NWR, there also exist secondary objectives and benefits which we thought could be sampled to the public. As a result, we recorded 10% for those who perceived that the project could create jobs, 29% for those who thought the project will open the region to outsiders and 11% for those who believed that the project will boost tourism in the region. In this light, we count to collaborate with the local community to ensure that this project succeeds.

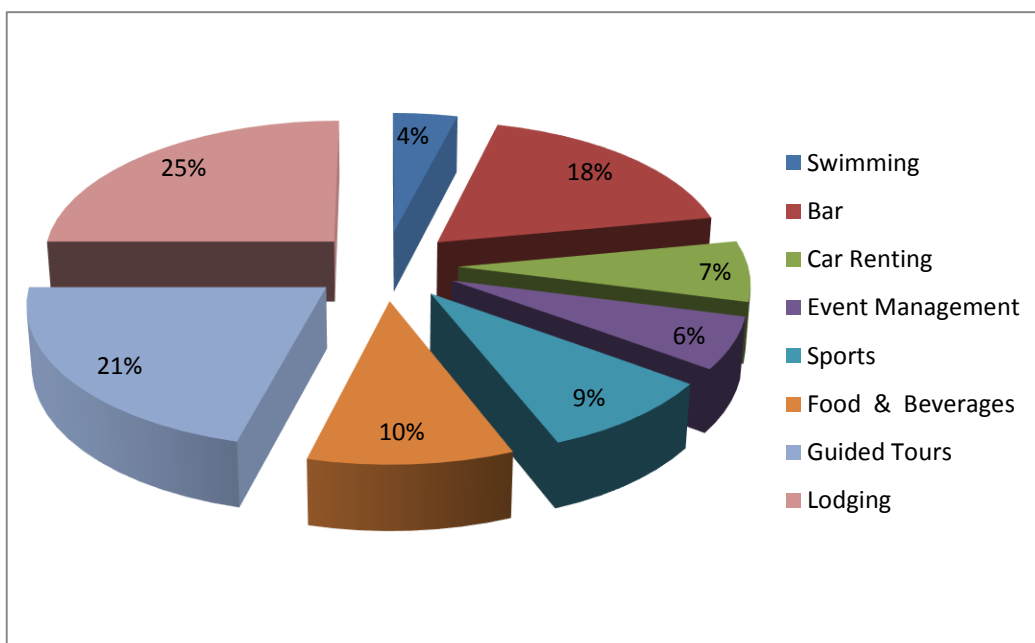
Table 21: type of services respondents solicit for this center

Services	Number of solicitors	Percentage (%)
Swimming	8	4%
Bar	36	18%
Car Renting	14	7%
Event Management	12	6%
Sports	18	9%
Food & Beverages	20	10%
Guided Tours	42	21%
Lodging	50	25%

Total	200	100%
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Source: Edison Akabi Ufeingwei, 21-05-2023

Chart 10: type of services respondents solicits for this center



Source: Edison Akabi Ufeingwei, 21-05-2023

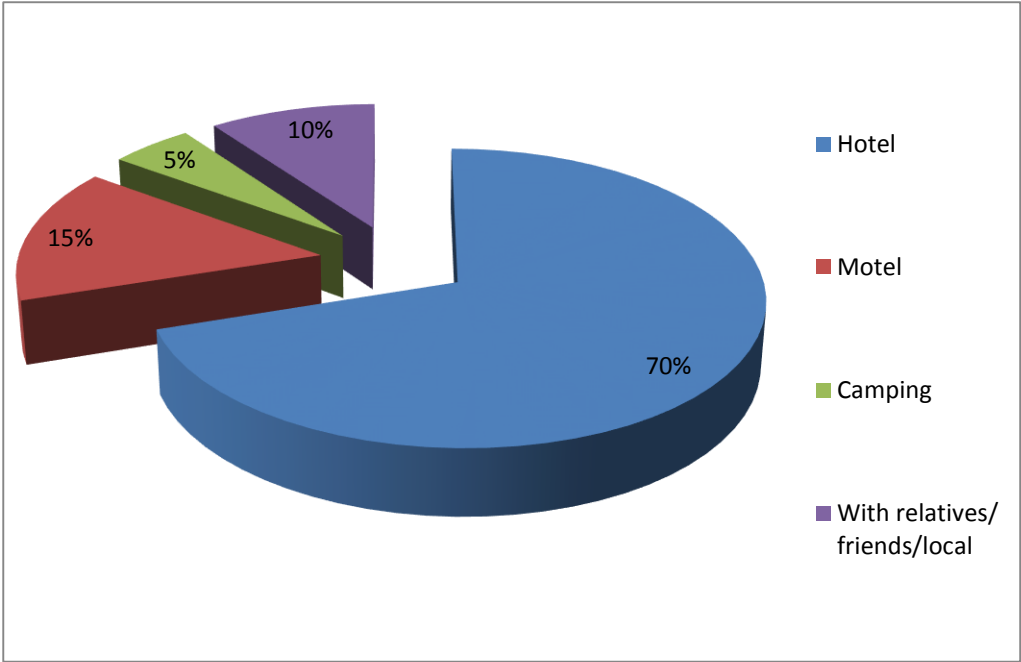
The table and graph above sought to sample the service type preferred by our customers. The results showed that 25% of the respondents preferred lodging, 21% for guided tours and 18% for bar services. The other services were also preferred as shown above. What became of interest to us was the fact that all the services were solicited.

Table 22: lodging Mode solicited by respondents

Mode	Number	Percentage (%)
Hotel	140	70%
Motel	30	15%
Camping	10	5%
With relatives/ friends/local	20	10%
Total	200	100%

Source : Edison Akabi Ufeingwei, 21-05-2023

Chart 11: mode of lodging highly solicited by respondents



Source: Edison Akabi Ufeingwei, 21-05-2023

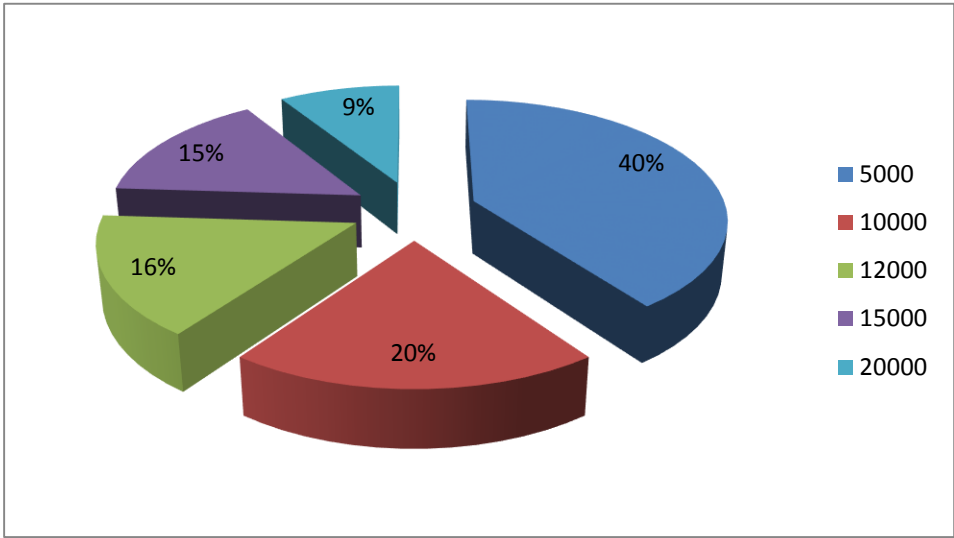
Here, we wanted to know the lodging mode of our clientele. We realized that a greater portion of them requested hotel and motel.

Table 23: payment capacities of respondents per room for a night.

Amount (FCFA)	Number of solicitors	Percentages (%)
5000	80	40%
10000	40	20%
12000	32	16%
15000	30	15%
20000	18	9%
Total	200	100%

Source: Edison Akabi Ufeingwei, 21-05-2023

Chart 12: payment capacities of respondents per room for a night



Source: Edison Akabi Ufeingwei, 21-05-2023

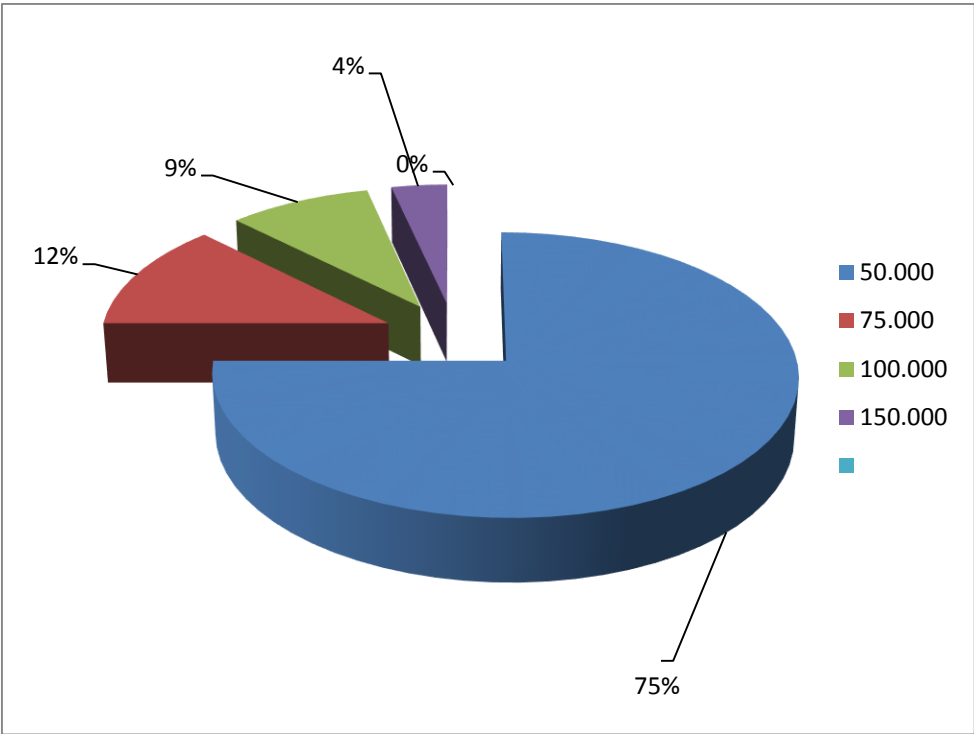
The table and graph above were intended to sample the payment capacities of our customers. We realized that most of the respondents solicited rooms for 5000F and 10000fcfa. We were equally impressed as some also opted for others. We believe that when they will see the standard of the rooms and the quality of our services, they will realize that the standard merits the amounts charged.

Table 24: amount of money proposed to rent a car daily

Amount	Number	Percentage
50.000	150	75%
75.000	25	12.5%
100.000	18	9%
150.000	7	3.5%
Total	200	100%

Source: Edison Akabi Ufeingwei, 21-05-2023

Chart 13: amount of money proposed to rent a car daily



Source: Edison Akabi Ufeingwei, 21-05-2023

Since our center will offer car renting services for ceremonies such as marriages and other out station trips, we wanted to know how much our customers could afford to pay for this service per day. We were contented as all the grades were consulted.

When we finished sampling the questionnaire, there were a lot of other things that we did not really include in the project plan that we discovered on the field. These helped us to adjust the initial plan of the project on a positive note. The result of these culminated to final project which we are going to present in the subsequent chapter.

CHAPTER FOUR
PRESENTATION OF THE ENTERPRISE, COST ANALYSIS, IMPACTS AND
EVALUATION OF THE PROJECT

PRESENTATION OF THE PROJECT

This chapter serves as part two of the work. It consists of the practical part of the work where the researcher has showed his abilities to relate theoretical knowledge acquired in class and practical to be executed in the field. It consists of three sections. Section one presents an elaborate analysis of results of the research questionnaire. Section two has dwelled on the general presentation of the entire project. Here, aspects such as the location of the project site and factors favoring its establishment there have been outlined.

IV.1. Presentation

Our tourism center will welcome visitors of all sexes, cultures and races who will want to come to this center for relaxation and to discover our products. In fact, the center is an enterprise that will operate under strict respect of laws regulating tourism activities both at the national and international levels.

This tourism center will be located at Alabukam. Its site is a new layout quarter just about 6 kilometers from the Bamenda city chemist roundabout. The choice of this site is due to its suitability. The land is vast that can permit expansion in the future. More so, the area is extremely calm to satisfy the appetite of tourists. Furthermore, it is less costly to build here because of the flatness of the land. However, other reasons have been outlined for the choice of this site.

Photo 13: mass plan of the project



Source: Realised by Josephine Takam Fotso, civil engineer, Yaounde, May 2023

The picture above presents the base plan of construction works of the project. It Shows the courtyard of the center, parking space, shaded bungalows for drinking, the main block of the center which consists of hotel rooms, conference hall, restaurant, bar, the green space and the swimming pool. Behind it is an artificial bridge and spotted solidified rocks at the edge of a protruded gentle forest. Also, the sport complex is located at the right west angle of the site.

Photo 14: front view of the tourism complexe



Realised by Josephine Takam Fotso, civil engineer, Yaounde, May 2023

Photo 15: back view of the tourism complex



Realised by Josephine Takam Fotso, civil engineer, Yaounde, May 2023

Photo 16: hotel of the tourism complex



Realized by Josephine Takam Fotso, Civil Engineer, Yaounde, May 2023

Photo 17: sky view of the tourism complex



Realised by Josephine Takam Fotso, civil engineer, Yaounde, May 2023

II.2 Factors favoring the location of the project

The location of the project here was motivated by a number of reasons which are outlined below. They range from natural, human, technological and cultural.

II.2.1. Availability of land

Although there is still abundant virgin savanna grassland in the North West region, a greater part of it is mountainous. As a result, it was difficult to possess a suitable reserved piece of land around the area that could harbor the project. Thus, it was wonderful having much suitable land at Alabukam⁵¹ the site of our project. This land will be able to sustain the surface area that will embody the activities of our tourism center.

II.2.2 Availability of a natural water supply source

At the Mulang plain lies a natural water supply source down streaming from the Nkwen mountain ranges. This water supply source will help in setting our Crater Lake, fish ponds, and vegetation of our green space. As a result, this will curb the running cost of our enterprise and turn our profit margins positive since we shall not rely squarely on CAM Water.

II.2.3 The presence of a creative and hospitable local population

As it is a fact that Cameroonians are very hospitable, the people of the North West are not an exception. The site of the project is a new lay out with a spotted and understanding population from different backgrounds of the North West Region. These are extremely hospitable and support the creation of this center.

II.2.4 Accessibility

Since safety and security are cardinal ingredients to tourism development, the choice of Mulang was carefully chosen to encourage our customers to conveniently spend little in terms of cost to leave central town to our site. The distance from the

⁵¹ Alabukam is a new layout quarter about 6km from Commercial Avenue of Bamenda.

commercial street of Bamenda to our site is just a drop through by cab or on a bike. The road is good and is accessible at all seasons and throughout the night.

II.2.5 Availability of other indicators

Though a new lay out quarter, Mulang is endowed with so many tourism indicators. There is the availability of hydroelectricity power supply, pipe borne water, hotels and health units. These will help to boost the environment of our site and make the tourist more comfortable.

II.3 Actors involved in the realization of the project

The realization of this project will be possible with the involvement of other bodies to contribute financially or morally to help in the development of the area. For this we will need the help of the government, the local community and the NGO's.

II.3.1 The government

The Cameroon government is an important source for the realization of a number of projects including tourism projects. This is applicable through the Ministry of Tourism and Leisure, Environment, Transport, Commerce and the Ministry of Culture just to name a few. Their role as regulator will have much impact in the success of our project.

II.3.2 Non-governmental organizations

NGO's particularly environmental and community based can contribute to the development of this center. They can serve as donors for the construction of certain projects in the area such as bridges, roads, schools, hospitals that may boost our project.

II.3.3 Financial institutions

The realization of this project nevertheless cannot be achieved without assistance from financial institutions in terms of loans and counseling. As such, 25% of the total cost of the project will be borrowed from the bank to fill the financial gap.

II.3.4 The local community

The realization of this project to a greater extent relies on the comprehensive nature of the local community. They will participate in the construction of the site; serve as waiters, guides, in the operational phase of the project. The local community will be the ones to fabricate artisanal works that will be exposed and sold in our center. The level of cooperation with them will facilitate our task of creating local tourism boards among the indigenous communities.

II.3.5 Decentralized Territorial Collectivities

The putting in place of innovative government policies as means to achieve good governance has led to the circumscription of communal territories that range from local councils to urban and city councils. These are greatly active in community development. As a result, we still expect much support from the Bamenda urban council and the local council's in terms of roads maintenance, installation and replacement of street lights and keeping the town clean.

I. ACTIVITIES OF THE ENTERPRISE

This section is going to discuss the services which the center is going to render to the general public. In other words, these are the products the center as a business establishment wants to place to tourists in the market to maximize their satisfaction as well as yield profit. These activities are the professional products the experts of this project intend to place in the market for consumption. The center will offer four main services which include; indoor and outdoor games, lodging, restaurant.

III.1 Main services of the project

III.1.1 Lodging facilities

This center will provide a lodging capacity of twenty-five rooms. This is to receive and keep a tourist for a longer period of time. As such, the center is going to put in place a variety of rooms of different standards that will satisfy our customers in relation to their social classes. The internal decoration of the rooms will be made of local materials. Each of the rooms will be accommodated with items such as beds, mattress,

pillow, a table and chair, television set connected to satellite. Toiletries will comprise of toilet tissue, bathing slippers, bathing soap, towel and bathing cloth. All these will attract nature lovers and will contribute to their stay and development of tourism in the region. In addition, all the rooms will possess air condition facilities.

III.1.2. indoors and out door games

Our tourism center is going to offer indoor and outdoor games to the general public.

Indoor games refer to those games that are performed in a confined environment that respects the rules of the game and yields the satisfaction the participants will desire. As a result, our center will host a lot of such games for children and adults.

On the other hand, outdoors games refer to games that are played in an open environment. Our center will put in place a lot of these outdoor games.

III.1.3. Restaurant

A restaurant is a structure that serves prepared food and beverages to be consumed on the premise. Since our center will offer lodging facilities that will host tourist from near and far for longer or shorter periods, we decided to attach a restaurant in our center. In order to maximize much profit and satisfaction to our customers, this restaurant will be accessible to both resident and visiting customers. Both African and European dishes will be prepared so as to try to satisfy our pluralistic clientele. However, more local dishes will be encouraged to make the tourists discover our local gastronomy.

III.1.4 Bar

Though the bar will be attached to the restaurant, there will be huts and green space near the game area where customers will sit comfortably and food and drinks will be served to them. However, apart from beer, wine, whisky and non-alcoholic beverages, traditional palm wine and corn beer known as shah made from fermented corn will be available to our customers

III.1.5 Cultural animation

Cultural tourism is fast gaining grounds in the hospitality industry. As a result, cultural activities are important pull factors in making destination decisions. In this light, we will organize cultural festivals that will be a viable product in our project. Some of these dances will include the Sango boys from wum, the Ichibi dance from Tinechung Ngie and the Ekara dance from Ngwo.

III.1.6 Art gallery

This art gallery will be a place to exhibit the sculptures and work of arts for sale. This is our own way to value the artisan products of the local population. Through our center, we will encourage them in this activity and will attract unemployed youths to this domain because of its lucrative nature. Crafts will be exposed in our gallery. They will include vases, caps, baskets, frames, wooden cups, plates, spoons, beads and other sculptures.

III.1.7 Organization of tour circuits and quotation

This is going to be an important product of our project. It entails the organization and presentation to our customers' wonderful tour packages at moderate prices so that they can discover the rich tourist potentials of this region. We believe this product will be lucrative because Bamenda serves as an academic center in the country that attracts pupils and student populations from the entire region. Also, other regions will come and visit our center and take part in the voyages that will be organized.

III.2. Other services of the project

III.2.1 renting of chairs

The center will buy at least one thousand chairs that will be rented to customers. These chairs will not only be rented to customers who rent our feast hall but also to others that will want to rent them and organize their events out of our center.

III.2.2 renting of tents

We will equally rent out tents to our customers to secure convenient environment for their events. These tents will be professionally designed to capture the interest and needs of the general public. As such, we will design tents in numerous sizes as from 50-100 places.

III.2.3 renting of pots and plates

These are important ingredients and inputs in event management. We shall make available large pots and plates to the general public for corporate events. These will be accompanied by spoons, knives, table napkins, tables, table clothes and other kitchen utensils.

III.2.4 renting of cars

The center is going to put in place a number of deluxe cars such as a Mercedes, Toyota Hilux and a 30 seats bus at the disposal of our customers. These cars will serve for marriages, leisure trips to curious tourists who may want to visit far remote sites around the region and beyond.

III.2.5. Offering of event management services

Our center will also render event management services to the general public. We will manage events ranging from corporate to private depending on the demands of the customers. It may be wholly in the case where the customer wants us to manage the event in its entirety and partially when the customer decides to confine a certain part of the event to us such as managing music, prepare and serve food to guests and others in likely manner.

II. MARKETING STRATEGIES OF THE PROJECT

In this section, we shall examine the major marketing principles that will help to enhance and facilitate the popularity and sales of our products, thereby having an edge over competitors in the market. Before commencing, we need to have an idea of what a strategy in general and a marketing strategy in particular is all about. It should be noted that its definition varies from

one school of thought to another just as from one domain of activity to another. Within the context of our project, we are going to adopt the following definitions according to Kotler as our working definition for marketing strategy. Marketing strategy can be defined as the means by which an enterprise can achieve its set objectives within a defined time frame in a competitive marketing environment⁵². Our domain of activity is not void of competition as we have existing competitors like the Savanna Botanical Garden (SABOGA) and the Saddle Hill Ranch, all in Bafut sub Division. For a product to be properly sold, several methods can be used to create awareness about its existence. Therefore, in order to reach potential clients, a good marketing strategy needs to be set up to be able to sell the products of the company. However, the marketing strategy of our center can therefore be presented as marketing processes that will enable our center to identify present and future clients, communicate with them and identify their needs at the local, regional, national and international levels. This will be done through market segmentation and the use of the marketing mix or marketing variables.

In assessing the market through the use of the PESTLE⁵³ model or the SWOT⁵⁴ analysis, it can be segmented on the basis of what is known as the market segmentation variables⁵⁵. Then using the marketing variables, an appropriate marketing strategy will be developed and used in the targeted market segment in association with the 4Ps of the extended marketing mix as represented below.

⁵² Philip Kotler, *Marketing Management* 10th edition, New Jersey: USA, Prentice Hall Inc., 2000, p143

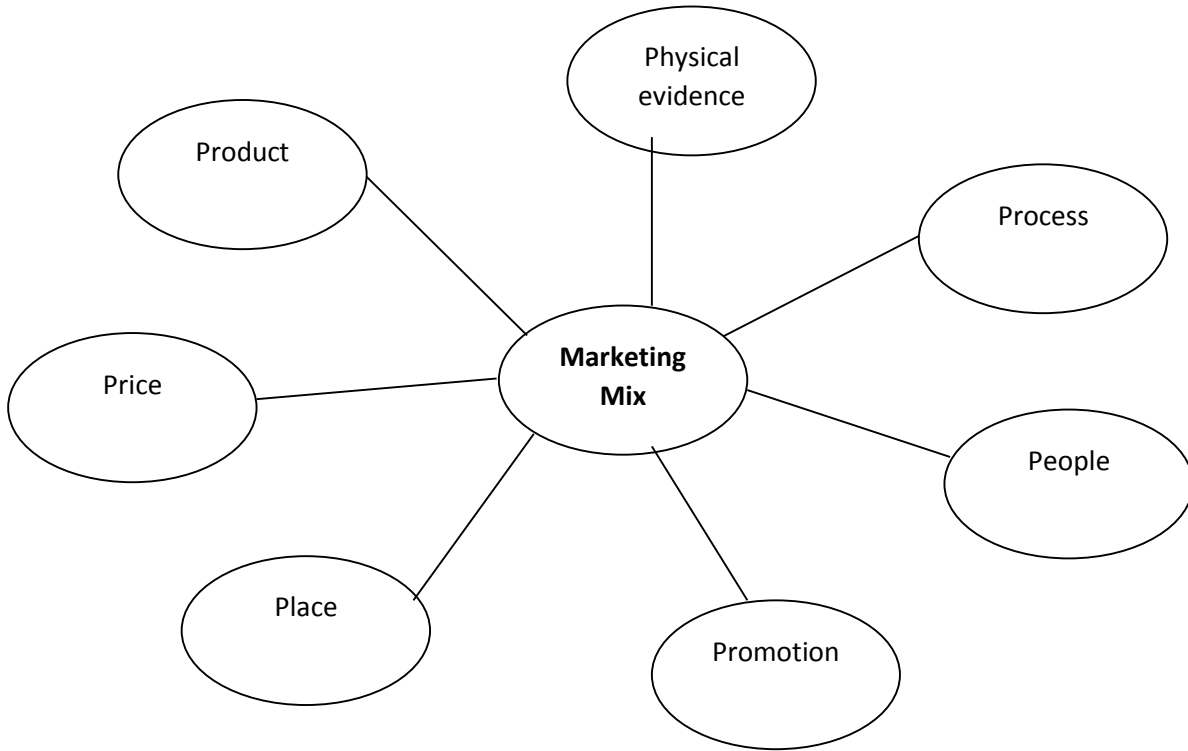
⁵³ The PESTLE analysis is framework of market analysis through an assessment of the various factors that characterized the market environment on how positively or negatively they are likely to influence the effort of an enterprise. These factors include: political factors, economic factors, social factors, technological factors, ecological or natural environmental factors, and legal factors.

⁵⁴ SWOT represents strengths, weaknesses, opportunities and threats. It is a framework of business analysis through internal environmental assessment (strengths and weaknesses) and external environmental assessment (opportunities and threats) that furnishes the enterprise with the necessary information for strategic decision making.

⁵⁵ Segmentation variables constitute the basis or criteria for classification of customers in the market. In general, there are four main categories of these grouping criteria which include: geography, psychology, behavior and demography, otherwise known as geographic segmentation, psychographic segmentation, behavioral segmentation and demographic segmentation respectively.

IV.1. Marketing Models used in the project

Figure 1: the extended Marketing Mix



Source: Edison Akabi Ufeingwei, an adaptation from Philip’s Kotler Marketing Mix Model

PRODUCT

By definition, a product is anything that can satisfy human need. When it is tangible, it is called a good. When it is intangible, it is called a service. Our product can be varied in a number of ways known as the product mix to include: color, shape, quantity, quality, packaging and branding. Within the context of our project, our products constitute the following: drinks, different dishes, artisanal works, traditional regalia, traditional bags, traditional caps, and traditional beads for goods. The project will also offer the following services: event management, lodging services, car renting, swimming, dry cleaning and guided tours. In our product mix strategy, we will vary our products such that they offer superior customer values.

PRICE

By definition, price is the monetary value of a product. Being in a competitive market like Bamenda, our prices are adapted to the market realities in order to ensure a high success rate. Our pricing strategies have been developed in varied number of ways known as the pricing

strategies which are as follows: penetration pricing strategy, skimming pricing strategy, premium pricing strategy and others.

- The penetration pricing strategy of our project is about setting the price of a product lower than the market price for a defined period of time after which it is increased to the market price. We introduced this strategy especially with our hotel rooms and car renting services as a means to enter the market if we noticed that these segments of the market were priced sensitive.
- The skimming pricing strategy of our project is about setting an initial high price for the product and be reducing it with time thereby targeting the different social strata of our customers. With this pricing strategy, we realized from our feasibility studies that our business environment is characterized by differences in purchasing power, and by virtue of this there is stratification of the market following our customers` incomes and their spending abilities. This strategy was made useful in rating participants of our clientele such as nationals and foreigners having difference in taking part in our festivals.
- The premium pricing strategy is about setting a high price to a product. This pricing strategy makes sense due to the correlations that customers are likely to make between a product and its price, in this case, premium (high) price is associated to premium quality. This pricing strategy was adopted for the services of the Mercedes car and feast hall that will be rented as ostentatious goods and services for marriages and conferences in our center.

The major pricing strategy that we are going to use for our project will be the penetration pricing strategy given that we are not yet known in the market. Again, our geographical area is still economically weak thereby affecting the average per capital explicit of the low purchasing power of the average person.

PLACE

Place in the marketing mix is making reference to the distribution strategy. That is, how the products of our center will reach the target customers. Within the context of our project, though most of the products of our center are confined in the center, our distribution strategy lays emphasis on the location of our tourism center which is strategic in terms of visibility, accessibility and security. The site of Mulang is easily reached by road from all the neighborhoods of Bamenda. We will also create relay retail outlets out of the center in some

strategic places for the sales of some of our products. We will also embark on e-commerce via our website so as to reach out to potential customers in other towns and abroad.

PROMOTION

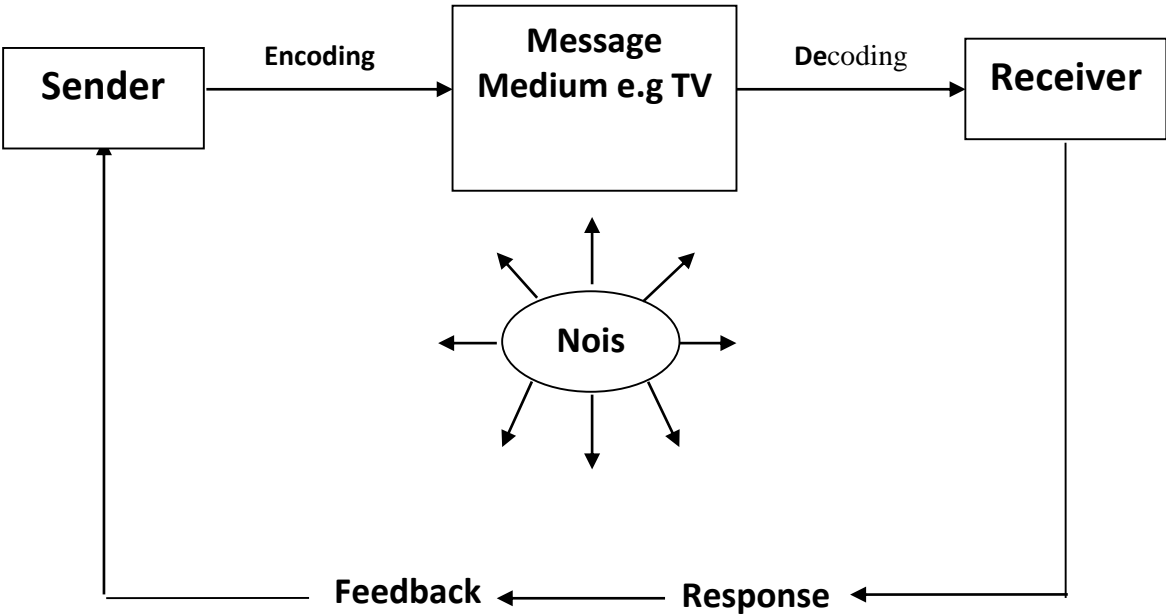
Promotion as one of the marketing variables implies communication. There are many different communication tools which our enterprise will use collectively that can be termed communication mix to promote our products. They include communication through the media and out of media communications.

IV.2. Types of communications tools used to market the enterprise

IV.2.1. Media communication

Media communication involves the use of media tools like Television, radio, print press as well as the internet. There is said to be communication if the perceived meaning of a message matches with the intended meaning. As such, the coded information should be easily decodable to ensure a smooth information flow through the communication circuit as presented below.

Figure 2: showing the Market Communication Circuit of our project



Source: Edison Akabi Ufeingwei, an adaptation from Philip's Kotler Marketing Mix Model

IV.2.2. Television Channels and Radio Stations

This addresses the public directly. It is more effective when the company can buy time for its advertisement to be broadcast during some major TV programs that captivate many people such as Tam-Tam weekend on Sundays at 1:00 P.M on CRTV, and other captivating programs on Canal2, Equinox, and STV. Still through these TV channels, announcements can be sent out on scrawls through news bar of television screen.

Furthermore, communication can be passed on the air (radio). This can be done during strategic news item on CRTV, Abakwa FM, and other radio stations.

IV.2.3. through Print media

Through Newspapers

In order to expand the market and maximize more chances, it will be necessary to also advertise our center through some newspapers such as Cameroon Tribune, the Herald, le Jour, Le “Messagere” and others. These will equally help to expand our market.

IV.2.4. Through internet

The company will create a website that will advertise the center and all its products and services. Through this means, tourists will be able to get all the necessary information about the center online before nursing interest to visit it. This is an important means because it will ease the sale of our products both at the national and the international markets.

IV.3. OUT OF MEDIA COMMUNICATION

It involves the use of other tools of communication other than media tools such as seminars, conferences and public meetings.

IV.3. 1. Outdoor advertising through Seminars, Conferences and Public Meetings

In order to publicize our center exhaustively, there will be the need to register and participate in exhibitions, seminars, conferences and meetings that assemble people from different cultural backgrounds. In such forums, our center will be marketed through flyers or brief presentations. We may equally install stands in such occasions to better make our impact felt.

IV.3.2. Flyers and Brochures

Produced in large numbers, these documents shall be handed out for widespread distribution. They will also be deposited in other structures with which the organization will go into partnership. From time to time, the company itself will carry out prospection besides the regular distributions that will be done by workers. These documents will carry information concerning the services of the enterprise, its address and photographs of some tourist attractions. In addition, it will carry photographs of some partner hotels and restaurants for their advertisement. Also, these documents will equally be deposited in some Embassies, International Organizations and some tourism bureaus outside the country.

IV.3.3. Signposts and Banners

These are other means that the company will exploit for its advertisement. This will target those walking along the streets and those driving, so as to create awareness of the existence of the company and its services. The signposts in particular will be put up at some strategic places in some metropolitan towns like Yaounde, Douala, Limbe, Kribi, Maroua and at the entrance to Bamenda town. The information on them will include the office address and a captivating slogan.

The banners will be used occasionally, most often during big events, festive periods and the holiday seasons.

IV.3.4. Sales promotion

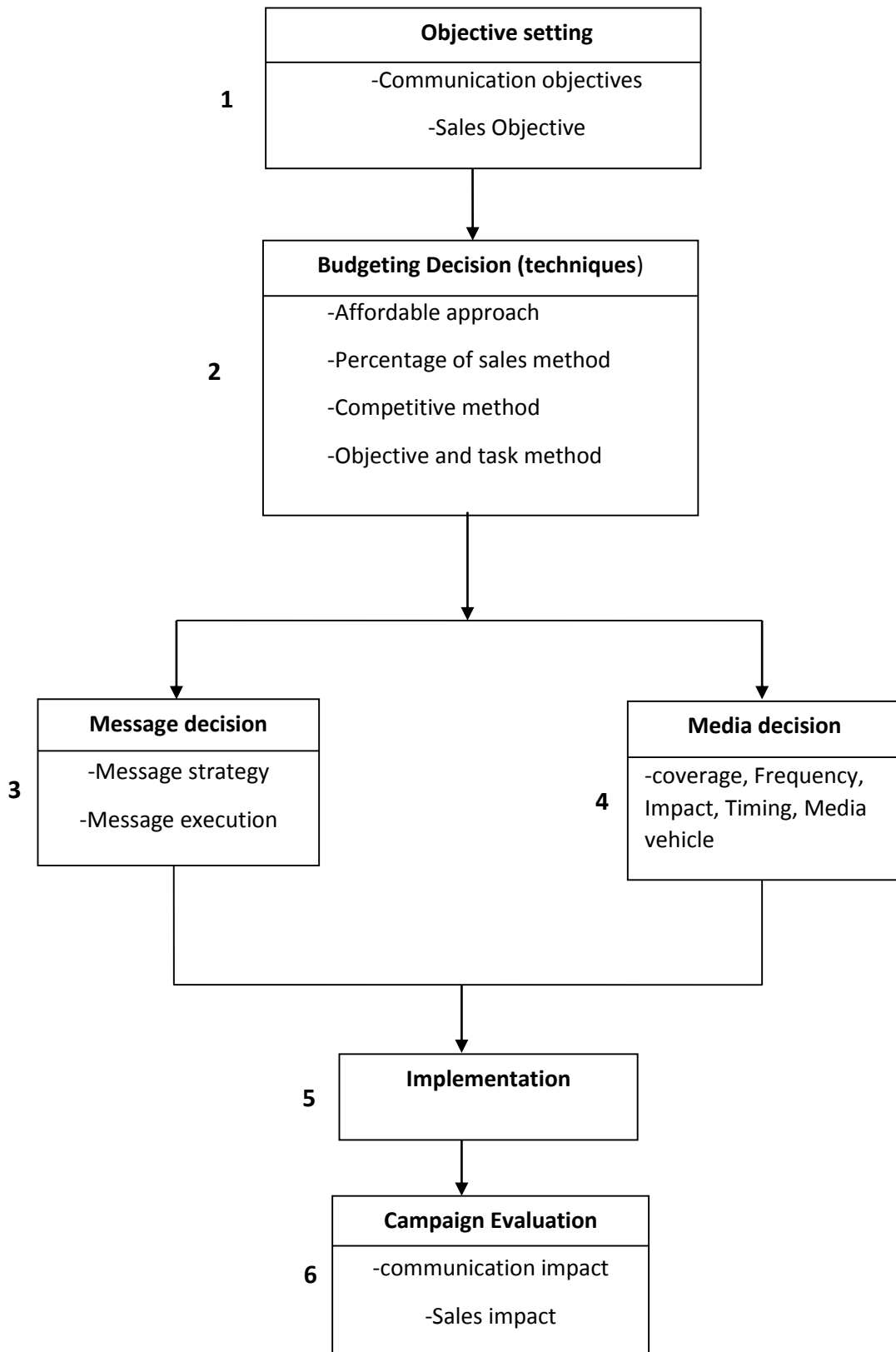
This is a “pull strategy”. It is applied through a reduction in the cost price of the products. With a reduced price, the products are taken towards the customers in order to achieve a high volume of sales. This promotional action addresses mostly the public with each sector, region segmented and targeted following planned goals or objectives of the marketer. However, our products will be marketed in several folds such as in trade fairs, festivals, schools, companies, churches, embassies, organizations. Moreover, we will create and revamp tourism clubs in schools. The aim will be to inculcate the culture of tourism in these structures. It could also be done regularly and continually through the organization of tourism manifestations like during the celebration of World Tourism Day.

IV.3.5. Publicity

It is any unpaid form of non-personal presentation and promotion of ideas, goods and services by an identified party, using media tools like calendars, key holders, caps, T-shirts and others. As every publicity user, we will have six decisions to make in the first place: what to announce? (The objective or theme), at what price? (The budget) What message decision to be used? (Message strategy) Media decision? (Choice of medium) and to whom? (Target population) These are better explained below.

In order to realize the above basic functions, the communication effort and process is guided by a planning framework as shown below.

Figure 3: advert planning frame of our project



Source: Edison Akabi Ufeingwei, an adaptation from Philip's Kotler Marketing Mix Model, 21/05/2013

COMMENTARY ON THE PLANNING FRAME ABOVE

Step 1: setting communication or advert objectives

The advert objective of our enterprise will be stated clearly, precise and in measurable terms by the marketing manager of our center. As stated, such will enable the enterprise to measure the extent to which its objectives are achieved after a defined time frame. This objective framing plan will be used to achieve an objective in relation to the nature of activities of competitors and customers. At one time, the advert objective could be sales oriented and, in another time, it may be publicity oriented. Although the long-term objective of our adverts will be geared towards an increase in sales, all the adverts campaigns of our enterprise will not be designed with a specific objective. Some adverts campaigns may focus on increasing the awareness about a product or service, changing the attitudes of customer towards a particular product, or even to inform the customers about a new product introduced in the market.

Step 2: setting the advert budget

A budget is an estimated amount of money required to execute a project in a defined period of time. With respect to our project, we will use any of the following budgeting techniques, Affordable budgeting method

Percentage of sales method, Competitive parity method, Objective and task method which will enable the enterprise to allocate enough of the necessary requirements (input) for the attainment of organizational objectives while fighting competition.

Step 3: creating advertisement message

In order to gain and hold attention, adverts messages will be well planned, imagined, entertained, and rewarded to customers. The expertise and creativity of our marketing manager will play an important role in developing effective message. This creative strategy will focus on what the advert message will communicate and guide the advertisement of all messages that will be used in the advertising campaign.

Step 4: Media Planning Choice

To ensure a good competition-conscious planning, the following questions need to be answered:

- What audience do we want to reach out to?

- When and how best can we reach them?
- Where can we reach them?
- How many people should be reached?
- How often do we need to reach them?
- What will it cost us to reach them?

Answers to the above questions will greatly determine the choice of media advert tool vis-à-vis the audience to be targeted.

Step 5: evaluating the effectiveness of the advertisement

At the end of this important instrumental tool, we will evaluate both the communication and sales effects of advertising regularly after a defined period of time. Evaluation will enable the marketing manager and the enterprise to verify if the advert was communicating well or not.

The first section of this chapter was intended to demonstrate results of questionnaire sampling to assess the interest and payment capacities of our customers. The second section presented the entire project and its activities. This chapter ended with presentation of the marketing strategy of the project. However, the next chapter which is the last of the project will present all financial aspects of the project.

I. INVESTMENT COST OF THE PROJECT

The cost of investment of the project constitutes the financial value of capital goods that will be used in the product for the production of goods and services that the center will offer to its customers. This investment cost varies from the processing of documentation for the project, the cost of land and constructions of the project, purchase of equipment, furniture of the project and other fixed asserts that will compliment in the success of the project as presented on the table below.

Table 25: investment cost of the project

N°	Account number	Description	Quantity	Unit price	Total cost
1	20100	Cost of pre-establishment	1	2 500 000	2 500 000
3	22210	Purchase of Land	1	20 000 000	20 000 000
5	23220	Constructions and installation of all games, swimming pool etc.	1	254 083 600	254 083 600
	24510	Purchase of a Toyota Hilux 4*4 car	1	13 000 000	13 000 000
7	23400	Purchase of a 30 seaters bus	1	14 500 000	14 500 000
8		Purchase of a Mercedes car	1	15 000 000	15 000 000
9	24310	Purchase of kitchen utensils	1	25 00 000	25 000 000
10	23510	Acquisition of office materials	1	1 500 000	1 500 000
11	24420	Hotel furniture	1	25 000 000	25 000 000
12	24470	Restaurant furniture	1	15 000 000	15 000 000
13	24400	Linen	1	10 000 000	10 000 000
14	24410	First Aid units	1	100 000	100 000
15	27520	Electricity deposit	1	1 500 000	1 500 000
16	24980	Water catchment	2	25 000 000	50 000 000
17	24130	Generator	1	1 000 000	1 000 000
18	24410	Purchase of vigilant cameras	1	1 200 000	1 200 000
19	23400	Purchase and subscription of fixed phones and internet	1	500 000	500 000
20	24211	Lawn mover	1	350 000	350 000
21	24411	Air condition	32	600 000	19 200 000
22	24421	Musical instrument	1	1 500 000	1 500 000
23	24110	Sewing machine	1	100 000	100 000
24	24120	Embroidery machine	1	1 500 000	1 500 000
25	24113	Laundry machines	4	2 500 000	10 000 000
26	24114	Ironing machines	4	25 000	100 000
27	24131	Bead tools	1	250 000	250 000
28	24130	Hat molds	1	250 000	250 000

29	24133	Hat pins	1	25 000	25 000
30	2447 0	Tents	10	250 000	2 500 000
31	24410	Chairs	1000	12 500	12 500 000
32	21931	Website	1	300 000	300 000
		SUB TOTAL			499 358 600
		Unforeseen (10%)			49 935 860
		TOTAL INVESTMENT COST			549 294 460

Source : Edison Akabi Ufeingwei, 21/02/ 2013

Commentary on investment goods

Feasibility studies

These are all the expenditures made in the follow-up and formalization of all documents in the different administrative units for the establishment of the enterprise. The sum of 2500.000FCFA has been allocated for this purpose.

Cost of Constructions

The construction of the buildings of the enterprise is estimated at **254.083.600FRS CFA** which comprises the cost of twenty-five (25) rooms of varied standards, a restaurant with a kitchen, gallery, store, gymnasium, swimming pool, sport complex and offices. In addition, this will include water connection, sanitary facilities, septic tank, windows, doors, all carpentry work and cost of labor.

In addition to the construction phase and installation of all the necessary equipment of the center, there shall be need to provoke public awareness of the existence of the center. This entails organizing a formal inauguration ceremony to be presided over by the minister of tourism and leisure, Governor of the region, some government ministers and other administrative authorities, top business people, and a representation of all social classes including traditional and religious authorities.

Cost of land

The project will cover a land area of 25 hectares. Following our feasibility studies around the area, this is expected to cost the sum of **20.000.000FCFA**.

Purchase of Kitchen Utensils

An estimate of **25.000.000FCFA** will be used to purchase all necessary kitchen equipment needed in the enterprise.

Acquisition of office Furniture and materials

These are materials for office use such as computers, printers, electric calculators. These have been estimated at the sum of **1.500.000FCFA**.

Hotel furniture

The sum of **25.000.000FCFA** will be used for buying of furniture to equip the hotel. Some of this furniture include; beds, chairs, tables, mattresses, blankets and others.

Restaurant and bar equipment

We have budgeted the sum of **15.000.000FCFA** to purchase bar and restaurant equipment which include; tables, chairs, crates, bar license and others.

Purchase of a Four Wheels Hilux Car

This car will be used to purchase and transport food items and other relevant products of the company. The car is estimated at **13.000.000FCFA**.

Purchase of a 30 Seats Coaster Bus

This will be used for tour circuits to transport tourists. It will equally be rented out to the general public. We have budgeted **14.500.000FCFA** for its purchase.

Linens

We have estimated the sum of **1500.000** to purchase table cloths, bed sheets window and door blinds.

First Aids Units

Considering that the workers and visitors may sustain injuries or get involved in accidents in the center, a First Aid unit is necessary. The sum of **100.000FRSCFA** has been allocated for this purpose.

Generator budgeted the sum of **1000.000CFA** to purchase a generator to be used in case of eventual power cuts.

Purchase and subscription of fixed phones and internet

An amount of **500.000FRSCFA** has been allocated for purchase and subscription of fix phones and internet.

Purchase and installation of Vigilant Cameras

We intend to purchase and install vigilant cameras for the sum of **1.200.000CFA** which will aid in monitoring the entire security system of the center.

Purchase of a lawn mover

This is a machine that will be used for clearing of grass and pruning flowers in the center. The sum of **350.000FCFA** has been budgeted to afford it.

Buying and installation of Air conditioning machines

Though temperatures are relatively cool in Bamenda, there are moments that high temperatures are experienced due to effects of climate change. As a result, we have estimated the sum of **19200.000FCFA** for the purchase of thirty-two (32) air conditioners.

Musical instrument

Music is an important ingredient in social activities. Thus, we have estimated the sum of 5000.000FCFA to buy two sets of musical instruments. One will serve in the center while the other will be rented out to customers.

Sewing Machine

In order to ensure quick repair of blinds, bed spreads and other sewing works of the center, we have noticed the necessity of a sewing machine which will cost the sum of **100.000FCFA**.

Embroidery Machine

This machine is used in the fabrication of artisanal works such as woven bags, caps and dresses. The sum of **1500.000FCFA** has been previewed for the purchase of this machine to ensure the fabrication of high quality and enough quantity of these products.

Laundry machines

This will be used to wash all fabrics used in the center. The sum of **2500.000FCFA** has been allocated to purchase these machines.

Beads tools

These are the necessary materials that will be needed to fabricate and assemble beads. The sum of **250.000FCFA** has been assigned to buy these items.

Ironing Machines

We have estimated the sum of **10.000.000FCFA** to buy four ironing machines that will be used.

Hat molds

These are materials that will be used to fabricate hats. They are necessary in this because of shape formation and designing. We have budgeted 250.000FCFA to buy one of these machines.

Hat pins

These pins are used in the fabrication of traditional hats. We have kept 25.000FCFA to buy these pins.

Tents

We have planned to dispose to our customers 10 tents that will cost **250.000FCFA** each thus giving a total amount of **2500. 000FCFA**. These will be rented out to customers.

Chairs

We have allocated the sum of **12.500.000FCFA** to purchase chairs that will be rented out to customers. These chairs will be added in the future as need arises.

Website

The sum of **300.000FCFA** has been allocated to create a website for the center. This will aid in marketing the center.

Other expenses

The sum of 49.935.860 FCFA has been previewed being 10% of total investment goods. This will serve for other emergencies that must have been forgotten during the conception of the investment budget of this project.

The total money value for capital goods (investment) is **549.294.460FCFA**. However, the investment goods of the project will not function by themselves to provide the goods and services that are highly expected by prospective customers. As a result, they need raw materials and the technological knowhow that will coordinate and operate them to produce the output we expect. This is the preoccupation of the next section of this work.

I.1. Depreciation of investments

Table 26: depreciations rates of the project

N°	ACCOUNT NUMBER	DESCRIPTION	TOTAL COST	RATE	ANNUAL DEPRECIATION ANNUELS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1	20100	Cost of pre-establishment	2 500 000	33 %	825 000	825 000	825 000	825 000		
3	22210	Purchase of Land	20 000 000	20 %	4 000 000	4 000 000	4 000 000	4 000 000	4 000 000	4 000 000
5	23220	Constructions and installation of all games, swimming pool etc	254 083 600	10 %	25 408 360	25 408 360	25 408 360	25 408 360	25 408 360	25 408 360
6	24510	Purchase of a Toyota Hillux 4*4 car	13 000 000	10 %	1 300 000	1 300 000	1 300 000	1 300 000	1 300 000	1 300 000
7	23400	Purchase of a 30 seaters bus	14 500 000	20 %	2 900 000	2 900 000	2 900 000	2 900 000		
8		Purchase of a mercedes car	15 000 000	20 %	3 000 000	3 000 000	3 000 000	3 000 000	3 000 000	3 000 000
9	24310	Purchase of kitchen utensils	25 000 000	10 %	2 500 000	2 500 000	2 500 000	2 500 000	2 500 000	2 500 000
10	23510	Acquisition of office materials	1 500 000	10 %	150 000	150 000	150 000	150 000	150 000	150 000
11	24420	Hotel furniture	25 000 000	33 %	8 250 000	8 250 000	8 250 000	8 250 000		
12	24470	Restaurant furniture	15 000 000	10 %	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000
13	24400	Linen	10 000 000	33 %	3 300 000	3 300 000	3 300 000	3 300 000		
14	24410	First Aid units	1 000 000	33 %	330 000	330 000	330 000	330 000		
15	27520	Electricity deposit	1 500 000	10 %	150 000	150 000	150 000	150 000	150 000	150 000

1 6	24980	Water catchment	50 000 000	33 %	16 500 000	16 500 000	16 500 000	16 500 000		
1 7	24130	Generator	1 000 000	20 %	200 000	200 000	200 000	200 000	200 000	200 000
1 8	24410	Purchase of vigilant cameras	1 200 000	20 %	240 000	240 000	240 000	240 000	240 000	240 000
1 9	2340 0	Purchase and subscription of fixed phones and internet	500 000	10 %	50 000	50 000	50 000	50 000	50 000	50 000
2 0	2421 1	Lawn mover	350 000	10 %	35 000	35 000	35 000	35 000	35 000	35 000
2 1	2441 1	Air condition	19 200 000	33 %	6 336 000	6 336 000	6 336 000	6 336 000		
2 2	24421 2	Musical instrument	1 500 000	20 %	300 000	300 000	300 000	300 000	300 000	300 000
2 3	24110 3	Sewing machine	100 000	10 %	10 000	10 000	10 000	10 000	10 000	10 000
2 4	2412 0	Emboidery machine	1 500 000	10 %	150 000	150 000	150 000	150 000	150 000	150 000
2 5	2411 3	Laundry machines	10 000 000	20 %	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000
2 6	24114 6	Ironining machines	100 000	33 %	33 000	33 000	33 000	33 000		
2 7	24131 7	Bead tools	250 000	20 %	50 000	50 000	50 000	50 000	50 000	50 000
2 8	24130 8	Hat moulds	250 000	20 %	50 000	50 000	50 000	50 000	50 000	50 000
2 9	24133 9	Hat pins	25 000	10 %	2 500	2 500	2 500	2 500	2 500	2 500
3 0	2447 0	Tents	2 500 000	10 %	250 000	250 000	250 000	250 000	250 000	250 000
3 1	24410 1	Chairs	12 500 000	10 %	1 250 000	1 250 000	1 250 000	1 250 000	1 250 000	1 250 000
3 2	21931 2	Website	300 000	10 %	30 000	30 000	30 000	30 000	30 000	30 000
		SUB TOTAL	499 358 600							
		Unforseen (10%)	49 935 860							

	TOTAL INVESTMENT COST	549 294 460		81 099 860	81 099 860	81 099 860	42 625 860	42 625 860
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SOURCE: Edison Akabi Ufeingwei, 21/02/ 2013

I.2. Exploitation Charges of the Project

These are replaceable capital goods that the enterprise will use in the production of goods and services that will catch and sustain the appetite of our customers. These charges vary from raw materials, artisanal works, cleaning products, electricity and telephone bills, taxes, insurance, fuel for cars and others as will be outlined on the table below.

Table 27: exploitation charges (Consumables) of the project

N°	Account number	Désignation	Amount	January	February	March	April	May	June	July	August	September	October	November	December	Annual Amount
				Taux de pénétration des charges	45%	57%	42%	20%	72%	40%	85%	125%	22%	60%	56%	
1	6040	Food & beverage														
2	6041	Purchase of drinks	700 000	315 000	399 000	294 000	140 000	504 000	280 000	595 000	875 000	154 000	420 000	392 000	231 000	5 299 000
		Purchase of foods	500 000	225 000	285 000	210 000	100 000	360 000	200 000	425 000	625 000	110 000	300 000	280 000	165 000	3 785 000
		Total of foods and beverage	1 200 000	540 000	684 000	504 000	240 000	864 000	480 000	1 020 000	1 500 000	264 000	720 000	672 000	396 000	9 084 000
3																

5	60 52	Purchase of office stationaries	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	360 000
6	60 53	Electricity bills	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	600 000
7	60 56	Cleaning products	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000	360 000
8	61 81	Tools	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	240 000
9	62 42	Fuel	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	2 400 000
10	62 48	Maintenance	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	1 200 000
12	62 52	Insurance for the entreprise and the cars	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	12 000 000
14	62 75	Telephone bills	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	300 000
16	62 81	Publicity	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	1 200 000

17	64	Taxes		-	-	-	-	-	-	-	-	-	-	-	-	-
	67	Financial transactions charges	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	1 800 000
	67	Interest on loan (8%)														-
		Material for artisanal works	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	600 000
		SOCILADR AP (author's right)	75 000	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	75 000
		Sub-total	1 830 000	1 761 250	1 761 250	1 761 250	1 761 250	1 761 250	1 761 250	1 761 250	1 761 250	1 761 250	1 761 250	1 761 250	1 761 250	21 135 000
		Miscellaneous (10% of the total cost)	183 000	176 125	176 125	176 125	176 125	176 125	176 125	176 125	176 125	176 125	176 125	176 125	176 125	2 113 500
19	66	Personnel wages	1 366 465	1 366 465	1 366 465	1 366 465	1 366 465	1 366 465	1 366 465	1 366 465	1 366 465	1 366 465	1 366 465	1 366 465	1 366 465	16 397 579
	68	Depreciations of investment	6 758 322	6 758 322	6 758 322	6 758 322	6 758 322	6 758 322	6 758 322	6 758 322	6 758 322	6 758 322	6 758 322	6 758 322	6 758 322	81 099 860
		Total	10 137 787	10 062 162	10 062 162	10 062 162	10 062 162	10 062 162	10 062 162	10 062 162	10 062 162	10 062 162	10 062 162	10 062 162	10 062 162	120 745 939

Source: Edison Akabi Ufeingwei, 21/02/ 2013

COMMENTARY ON EXPLOITATION CHARGES

Purchase of artisanal work

The sum of **600.000 FCFA** has been budgeted for the purchase of a variety of artisanal products that will be sold to our customers.

Raw materials

These are food stuffs and beverages that will be transformed and its value added. They will be presented to our customers in the bar or restaurant as food or drinks. The sum of **9.084.000FCFA** has been allocated for this purpose.

Purchase of office stationeries

The amount of **300.000Fcfa** has been budgeted to buy office stationeries such as pens, pencils, notepads, rulers and pins for the whole year.

Maintenance

The sum of **1.200.000FCFA** has been estimated for the maintenance of company cars and equipment.

Telephone and internet expenses

All the departments of the center will be connected by phone and internet. As a result, we estimate **300.000FCFA** for that purpose.

Electricity bills

The sum of **600.000FCFA** has been estimated for the payment of electricity bills.

Cleaning products

The sum of **360.000FCFA** is budgeted for the purchase of cleaning products

Fuel

The center's cars and generator will consume an estimated amount of **2.400.000FCFA** for fuel annually.

Tools

We estimate the sum of **240.000FCFA** for the purchase of tools that will be used in the center such as brooms, clearing blades, buckets and others.

Insurance

The company and its property are estimated to pay an insurance coverage of **12.000.000FCFA**

Author`s Right Fare

The company will spend the sum of **75.000FCFA** for author`s right.

Publicity

After completion of the project, we intend to formally inaugurate it by inviting administrative officials, business people, diplomatic corps in place and our local and foreign partners. We estimate the sum of **1.200.000 FCFA** for this purpose.

Personnel charges

The entire staff of the enterprise will be paid an annual salary of **16.397.580FCFA**

Financial transactions

This consists of transactions with the bank, transfer charges, withdrawals and deposit. The sum of **1.800.000FCFA** has been estimated for this purpose.

Fuel

We have estimated the sum of **1800.000FCFA** for cars and generators.

Amortization

This represents in monetary value the rate of depreciation of investment asserts of the company. The sum of **81.099.860FCFA** will be received or kept aside for amortization

Other expenses

The sum of **2.113.500FCFA** is estimated to be spent on other charges not mentioned such as detergents, tissues, petrol and other minor things.

*The total amount of exploitation charges is **120 745 939FCFA**

I.3. Human Resource Management of the Project

The human resource (personnel and training) department is responsible for hiring, orientation, and training, payment of wages, administration, labor relations, employee relations, and staff development.

A collection of their various duties and activities is what will determine the quality of service that our center will offer. Their positions, salary and other benefits are illustrated on the table below.

Table 28 : Human resources

Désignation	Fonction	Nombre	Basic salary	P.V2,80%	IRPP	CAC	TC	CR TV	CF C	Employer charges					Total (CNP S)	Amount per month
										Fiscal		Social				
										CFC	FNE	AF	PV	AT		
General Manager	Executive	1	250 000	7 000	12 633	1 263	500	1950	2 500	3 750	2 500	17 500	10 500	4 375	32 375	224 153
Resident Manager	Executive	1	180 000	5 040	7 929	793	500	1950	1 800	2 700	1 800	12 600	7 560	3 150	23 310	161 988
Secretary	Staff	1	85 000	2 380	1 545	155	500	750	850	1 275	850	5 950	3 570	1 488	11 008	78 820
Chief Receptionist	Staff	1	100 000	2 800	2 553	255	20	750	1 000	1 500	1 000	7 000	4 200	1 750	12 950	92 621
Receptionists	Agent exécutant	3	60 000	1 680	- 135	- 13	20	750	600	900	600	4 200	2 520	1 050	7 770	57 098
Accountant	Agent	1	100 000	2 800	2 553	255	20	750	1 000	1 500	1 000	7 000	4 200	1 750	12 950	92 621
Chief rooms Maid	Agent	1	100 000	2 800	2 553	255	20	750	1 000	1 500	1 000	7 000	4 200	1 750	12 950	92 621

Room Maid	Agent	3	60 000	1 680	- 135	- 13	20	750	600	900	600	4 200	2 520	1 050	7 770	57 098
Museum and gallery attendant	Agent	1	50 000	1 400	- 807	- 81	20	750	500	750	500	3 500	2 100	875	6 475	48 217
Marketing Agent	Agent	1	65 000	1 820	201	20	20	750	650	975	650	4 550	2 730	1 138	8 418	61 539
Chief Cook	Staff	1	100 000	2 800	2 553	255	20	750	1 000	1 500	1 000	7 000	4 200	1 750	12 950	92 621
Cooks	Agents	2	50 000	1 400	- 807			750	500	750	500	3 500	2 100	875	6 475	
Drivers	Agent	2	50 000	1 400	- 807	- 81	20	750	500	750	500	3 500	2 100	875	6 475	48 217
Chief Waiter	Staff	1	80 000	2 240	1 209	121	20	750	800	1 200	800	5 600	3 360	1 400	10 360	74 860
Waiters	Agent	2	50 000	1 400	- 807	- 81	20	750	500	750	500	3 500	2 100	875	6 475	48 217
Laundry Assistants	Agent exécutant	1	40 000	1 120	- 479	- 148	20	750	400	600	400	2 800	1 680	700	5 180	39 337
Store Keeper	Agent	1	50 000	1 400	- 807	- 81	20	750	500	750	500	3 500	2 100	875	6 475	48 217

Guides	Agent	1	50 000	1 400	- 807	- 81	20	750	500	750	500	3 500	2 100	875	6 475	48 217
Gardener	Agent	1	40 000	1 120	- 1 479			750	400	600	400	2 800	1 680	700	5 180	
Security Guard	Agent	2	45 000	1 260	- 1 143			750	450	675	450	3 150	1 890	788	5 828	
Total	Total	28	1605000	44 940	27 143	2 795	1 780	15 900	16 050	24 075	16 050	112 350	67 410	28 088	207 848	1 366 465

Source : Edison Akabi Ufeingwei, 21/02/ 2023

Commentary on the Human resource Table

General Manager

The general manager will be the overseer of the entire enterprise. He will ensure that all the departments of the company function in relation to laid down objectives and goals. He will set specific goals to other departmental heads to ensure a healthy growth of the company. In fact, he is in charge of the smooth running of all the activities of the company through his amassed experience. He will earn an annual salary of **3.360.000FCFA** with all advantages included.

Resident Manager

He will be in charge of developing and executing plans and responsibilities bestowed to him by the proprietor or the general manager. The resident manager will equally do checking on operations, providing feedback and offering assistance if need be. He will equally assume responsibilities for the daily operations and management of the whole establishment. He will be carefully recruited by the owner or the general manager in collaboration with the human resource department. He will benefit an annual wage package of **2376.000FCFA** with necessary benefits included.

Secretary

She will be charged with managing the rendezvous of the resident manager. She will also be in charge of the payment of bills and taxes. She should be a holder of at least A/L certificate with an advanced knowledge in secretariat duties and a considerable level of a variety of languages. She will earn an annual salary of **1.128.000FCFA** including other advantages.

The Accountant

The accountant will head the account department as the financial controller of the enterprise. As key member of the management team, he or she will guide the entire establishment to an increasing profitability through better control and asset management. In addition, this department will be responsible for monitoring all the financial activities of the establishment such as overseeing accounts receivable, accounts payable, payroll, and cost control systems of the hotel; keeping records of assets, liabilities and financial transaction of the

hotel and preparing the monthly profit-and-loss statement. He should be a holder of a Bachelor's Degree in accounting and a working experience of at least two years. He will be paid an annual pay package of **1.464.000FCFA** including necessary advantages.

Chief Receptionist

He or she will be in charge of the front office department headed by the front office manager⁵⁶ (FOM) or chief receptionist whose main duty will be to enhance guest services. By so doing, they will constantly develop services to meet guests' needs. This department gives first hand impression to the visitor. As a result, highly qualified staff will be recruited so as to give our guests the hospitality they deserve when contracting reservations, arrivals stay and check-out. This department will be in charge of:

- selling rooms
- maintaining balanced guest accounts
- providing services and information to guests
- monitoring reservation status
- looking over market mix and preparing occupancy forecasts
- determining rate structures and supervising implementation of rate policies
- reviewing previous night's occupancy and average room rate
- reviewing arrivals and departures for the day and the next day
- making staffing adjustments needed for arrivals and departures
- Reviewing the VIP⁵⁷ list, checking VIP rooms, meeting VIPs and entertaining them.

The FOM will earn **1464.000FCFA** annually including all advantages. He will be assisted by two others that will earn **1195200FCFA** each annually including necessary advantages.

The House keeping Team

They will be headed by the chief rooms' maid. They will be responsible for cleaning and maintaining the guest rooms, public areas, office spaces and back of the house areas in the hotel so that the property is as fresh and attractive as its first day of business. Their task will be very critical to the smooth daily operations of the establishment. The chief room maid will earn

⁵⁶ The front office manager is in charge of coordinating activities of the front office desk in the hotel or hospitality center. It is professionally abbreviated FOM.

⁵⁷ This is conventionally used to denote very important personalities. In this context, it is referred to even objects and items that more value is attached in them.

732.000FCFA annually including all advantages. She will be assisted with two deputies who will be recruited from the local community area. They will earn **573.600** annually each, including all advantages.

Gallery and Museum assistant

He or she will have as responsibility to present and sale the art gallery that will be available in our establishment. She will make daily report of all sold items to the resident manager, the account department and the purchase department. Should be a holder of an Advanced Level certificate and his annual salary will be **640.800FCFA**.

Store keeper

He will be charge of buying and preserving all items needed in the enterprise. These items, be them food and beverages will be kept in the store and only the store keeper has to give out any item for use. He will equally be charged with keeping some equipment of the enterprise such as the site`s generator, replaceable items such as fuel, bulbs just to name a few. Because of his imperative role, he will be assisted by a resident deputy that will lodge in the center. He will be a holder of at least a HND⁵⁸ in stock accounting. He will earn a monthly salary of 50000Fcfa while his deputy will earn **50.000Fcfa**.

The cooks

This department will ensure cooking and preparation of all foods and beverages that will be served in our center. It will be headed by a food and beverages manager or a chief cook. The responsibility of a Food and Beverage Manager will typically cover a number of areas. They will have the sole responsibility for the day-to-day preparation, running of the F&B department and ensuring budgetary controls while overseeing pricing and purchasing in all food and beverage areas. He will also be involved in the recruitment and supervision of a highly skilled F and B team and be responsible for the creation and implementation of seasonal F&B marketing strategies including input into menu planning. The F and B manager will earn an annual income of **1.135.200FCFA** while his assistants will earn **842.400FCFA** each.

⁵⁸ The HND is a Higher National Diploma offered by the ministry of Higher Education to Anglophone laureats up completion of a two years professional course in a state recognized institution.

Waiters

There shall be three waiters working in the restaurant and bar. They will be in charge of taking customers` commands and serving them their various dishes and drinks. The chief waiter shall give report on sales to the account and resident manager. The chief waiter will earn **732.000FCFA** and his assistants will earn **640.800FCFA** each.

Laundry Assistant

He is in charge of washing all the linens of the enterprise, iron and keep for use again. He will also take care of cleaning the surrounding. His annual salary will be **573.000FCFA**.

Tourist Guides

There will be two local tourist guides. They will be in charge of conception of tour circuits, prospection for customers and selling the circuits to them. They shall also give report to the general manager about tourism related issues. Their annual salary will be **640.800FRS CFA** each.

Security and guards

Security is an important concern in every hotel. The security department is responsible for implementing procedures which aim at protecting the safety and security of hotelguests, visitors, hotel employees and the entire center itself. Some of their responsibilities include monitoring, surveillance equipments, patrolling the hotel premises and maintaining security alarm systems. They will earn a monthly salary of **573.600FRSCFA** each.

Sales and Marketing Agents

The main functions of the sales and marketing department involve generating newbusinesses for the hotel, coordinating advertising, as well as sales promotions and public relations activities aiming at projecting the hotel`s image. He will earn an annual salary of **1068.000FCFA**.

Drivers

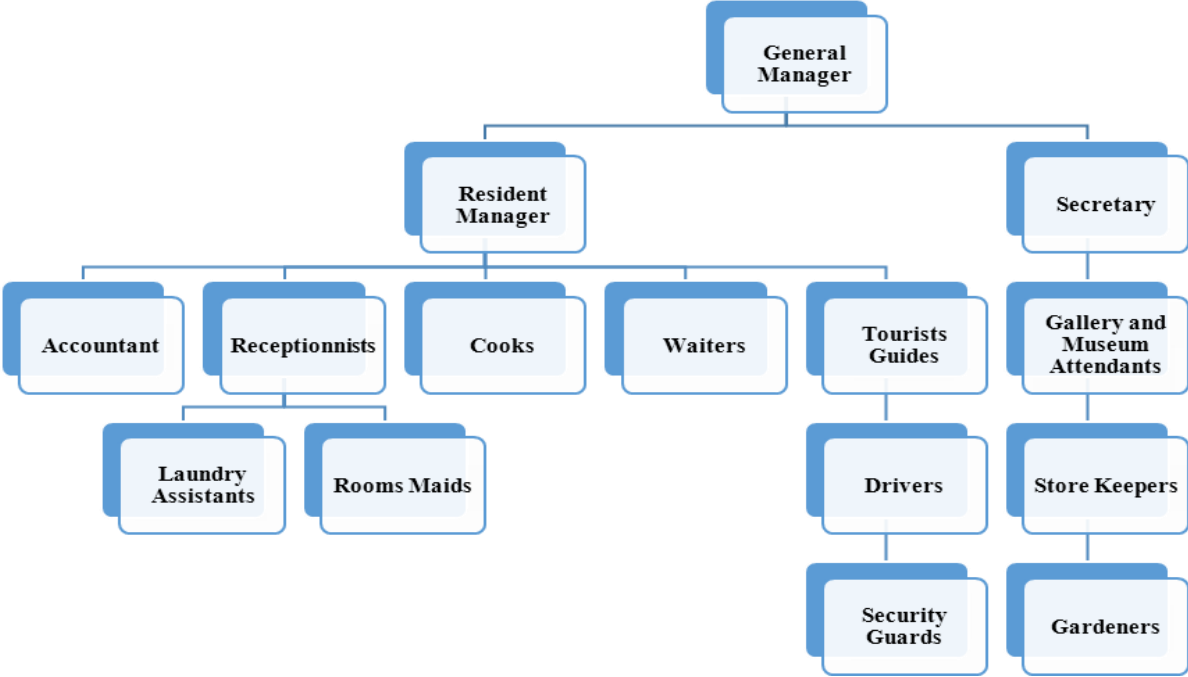
The drivers will drive the company cars. They will receive and return international tourists from the ports of Douala and Yaounde. They will equally drive tourists and visitors to tourist sites out of our center through tour circuits. They will be

the ones to drive our cars when customers come to rent them. Their annual salary will be **732.000FRSCFA** each.

Gardener

He will be in charge of shaping flowers and taking care of the green space. He will earn an annual salary of **64.800FCFA**.

Figure 4: organogram of human resource of the project



Source: Edison Akabi Ufeingwei

Table 29 : : opening balance

Assets	Amount	Liabilities	Amount
Intangibles fixed assets	52 435 860	Promoter (55%)	368 522 219
Tangibles fixed assets	496 858 600	Shareholders (25%)	167 510 100
		Debts	
Current assets		Long term loan (20%)	134 008 080
Running cost (exploitation charges)	120 745 939		
Total	670 040 399	Total	670 040 399

Source: Edison Akabi Ufeingwei, 21/02/ 2023

This is also called the starting balance sheet. It allows us to assess the equilibrium of the financial status of the entire tourism center in terms of company property and resources which is estimated at 670 040 339FCFA as shown on the table above.

II. PRODUCTS AND REVENUE OF THE PROJECT

These are the finished goods and services that the centre will offer to the general public. They are designed to suit the taste of all societal groups and races as shown on the table below. This part is the engine of the project because this is where all the money spent on capital, replaceable goods, the products themselves, papers and the entire project will be regained if appropriately managed.

Table 30: price chat of our products and services

Products	Unit Prices (fcfa)
Bar (check on prices for whisky and wines)	1000
A glass of whisky	2500
A bottle of whisky	20000
A bottle of wine	12000
A bottle of champagne	40000
Restaurant services	2000
Break fast	1500
Sales of cultural dance and music to foreigners	25000/ticket
Sales of cultural dance and music to nationals	5000/ ticket
Sales of artisanal works	10.000
Prices for VIP ⁵⁹ rooms	18.000/ night
Prices for simple rooms	10.000/Room/Night
Excursion	50.000/ group/day
Field trip for students	25.000/per student
Holidays packages for students (two months)	10.000
Tour circuits out of the region	100.000/person
Renting of hall for ceremonies	150.000

⁵⁹ These are rooms with more spaces and extra contort

Event management per day	100.000
Car renting for marriages	200.000/day
Renting of bus within Bamenda	75.000/Day
Renting of Bus Out of Region	150.000/Day
Renting of musical instrument and DJ ⁶⁰	100.000/Day
Renting of plastic Chairs for Ceremonies	100/Chair
Renting of other chairs for one day	1000/chair
Renting of tents for ceremonies	50.000/ Tent
Renting of pots	5000/pot
Renting of staff for outdoor services	10.000/Staff Daily
Internship for students	5 000 /Month
Sale of traditional regalia for adults	100 000Frs
Traditional beats	2 500Frs
Traditional Caps	5 000Frs
Traditional Bags	4 000Frs
Traditional Baskets	2 500Frs
Traditional Bamboo chairs	100 000Frs
Payment for swimming pool per adult	2 500Frs
Payment for swimming pool per minor	1 000Frs
Renting of sport complex	50 000/Day

Source : **Edison Akabi Ufeingwei, 21/02/ 2023**

⁶⁰ This will be the operator and animator of our musical instruments. He could be rented out of site for animation.

Table 31 : previewed turnover of the project

	Janua ry	Febru ary	Marc h	April	May	June	July	Augus t	Septe mber	Octob er	Novem ber	Décem ber	Total
Penetration rate of the market	80%	45%	80%	70%	80%	50%	50%	50%	70%	75%	90%	100%	
<i>Hotel</i>													
Number of opening day	31	28	31	30	31	30	31	31	30	31	30	31	365
Number of rooms	25	25	25	25	25	25	25	25	25	25	20	25	
Number of rooms sold	775	700	775	750	775	750	775	775	750	775	600	775	8 975
Number of accomodated clients	80%	45%	80%	70%	80%	50%	50%	50%	70%	75%	90%	100%	8
Average price free duty	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	120 000
Occupation rate	80%	45%	80%	70%	80%	50%	50%	50%	70%	75%	90%	100%	70%
REVPAR ⁶¹	8 000	4 500	8 000	7 000	8 000	5 000	5 000	5 000	7 000	7 500	9 000	10 000	84 000
Sales	7 750 000	7 000 000	7 750 000	7 500 000	7 750 000	7 500 000	7 750 000	7 750 000	7 500 000	7 750 000	6 000 000	7 750 000	89 750 000
<i>Restaurant</i>													-

⁶¹Revenue Per Available Room

Capacity of restaurant	100	100	100	100	100	100	100	100	100	100	100	100	1 200
Number of clients	620	1 120	620	300	1 550	900	1 860	2 325	300	620	750	1 085	12 050
Rate of hotel captation	45%	37%	50%	50%	35%	30%	30%	35%	25%	40%	50%	60%	
Number of hotel customers	-	-	-	-	-	-	-	-	-	-	-	1	1
Average price free duty	1 500	1 500	1 500	1 500	1 500	1 000	1 000	1 000	1 500	1 500	1 500	1 500	
Sales	418 500	621 600	465 000	225 000	813 750	270 000	558 000	813 750	112 500	372 000	562 500	976 500	6 209 100
<i>Breakfasts</i>													-
Rate of captation of breakfast	30%	30%	35%	35%	40%	40%	45%	45%	40%	45%	50%	50%	40%
Number of breakfasts	186	336	217	105	620	360	837	1 046	120	279	375	543	5023,75
Average price	500	500	500	500	500	500	500	500	500	500	500	500	
Sale Breakfasts	93 000	168 000	108 500	52 500	310 000	180 000	418 500	523 125	60 000	13950 0	18750 0	271250	2 511 875
<i>Bar</i>													
Number of customers	620	1 120	620	300	1 550	900	1 860	2 325	300	620	750	1 085	12 050
Average price	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	12 000

Rate of capitation of bar	75%	60%	75%	75%	80%	60%	50%	50%	65%	65%	70%	90%	8
Sales bar	465 000	672 000	465 000	225 000	1 240 000	540 000	930 000	1 162 500	195 000	403 000	525 000	976 500	7 799 000
Cultural dance and music to foreigners													-
Number	17	17	17	17	17	17	17	17	17	17	17	17	204
Price	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	300 000
Sales	425 000	425 000	425 000	425 000	425 000	425 000	425 000	425 000	425 000	425 000	425 000	425 000	5 100 000
Cultural dance and music to nationals													-
Number	42	42	42	42	42	42	42	42	42	42	42	42	504
Average price	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	60 000
Sales	210 000	210 000	210 000	210 000	210 000	210 000	210 000	210 000	210 000	210 000	210 000	210 000	2 520 000
Excursion	1	1	1	1	1	1	1	1	1	1	1	1	12
Number	25	25	25	25	25	25	25	25	25	25	25	25	300
Average price	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	600 000
Sales	1 250 000	1 250 000	1 250 000	1 250 000	1 250 000	1 250 000	1 250 000	1 250 000	1 250 000	1 250 000	1 250 000	1 250 000	15 000 000

Circuits	1	1	1	1	1	1	1	1	1	1	1	1	12
Number	25	25	25	25	25	25	25	25	25	25	25	25	300
Average price	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	1 200 000
Sales	2 500 000	2 500 000	2 500 000	2 500 000	2 500 000	2 500 000	2 500 000	2 500 000	2 500 000	2 500 000	2 500 000	2 500 000	30 000 000
Field trip for students													-
Number	280	280	280	280	280	280	280	280	280				2 520
Average price	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	300 000
Sales	7 000 000	7 000 000	7 000 000	7 000 000	7 000 000	7 000 000	7 000 000	7 000 000	7 000 000	25 000	25 000	25 000	63 075 000
Holidays packages for pupils and students													-
Number							250	250					500
Average price							10 000	10 000					20 000
Sales		-	-	-	-	-	2 500 000	2 500 000	-	-	-	-	5 000 000
Renting of hall for ceremonies													-
Number	15	15	15	15	15	15	15	15	15	15	15	15	180

Average price	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	1 800 000
Sales	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	27 000 000
Event management per day													-
Number	5	5	5	5	5	5	5	5	5	5	5	5	60
Average price	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	1 200 000
Sales	500 000	500 000	500 000	500 000	500 000	500 000	500 000	500 000	500 000	500 000	500 000	500 000	6 000 000
Renting of Mercedes car for marriages													-
Number	4	4	4	4	4	4	4	4	4	4	4	4	48
Average price	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	2 400 000
Sales	800 000	800 000	800 000	800 000	800 000	800 000	800 000	800 000	800 000	800 000	800 000	800 000	9 600 000
Renting of bus within Bamenda													-
Number	15	15	15	15	15	15	15	15	15	15	15	15	180
Average price	75 000	75 000	75 000	75 000	75 000	75 000	75 000	75 000	75 000	75 000	75 000	75 000	900 000

Sales	1 125 000	1 125 000	1 125 000	1 125 000	1 125 000	1 125 000	1 125 000	1 125 000	1 125 000	1 125 000	1 125 000	1 125 000	13 500 000
Renting of bus out the Region													-
Number	10	10	10	10	10	10	10	10	10	10	10	10	120
Average price	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	1 800 000
Sales	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	18 000 000
Renting of musical instrument													-
Number	3	3	3	3	3	3	3	3	3	3	3	3	36
Average price	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	600 000
Sales	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	1 800 000
Renting of chairs	2	2	2	2	2	2	2	2	2	2	2	2	24
Number	500	500	500	500	500	500	500	500	500	500	500	500	6 000
Average price	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	24 000
Sales	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	24 000 000
Renting of tents	3	3	3	3	3	3	3	3	3	3	3	3	36
Number	5	5	5	5	5	5	5	5	5	5	5	5	60

Average price	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	600 000
Sales	750 000	750 000	750 000	750 000	750 000	750 000	750 000	750 000	750 000	750 000	750 000	750 000	9 000 000
Renting of pots	3	3	3	3	3	3	3	3	3	3	3	3	36
Number	50	50	50	50	50	50	50	50	50	50	50	50	600
Average price	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	30 000
Sales	375 000	375 000	375 000	375 000	375 000	375 000	375 000	375 000	375 000	375 000	375 000	375 000	4 500 000
Internship													-
Number	5	5	5	5	5	5	5	5	5	5	5	5	60
Average price	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	60 000
Sales	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	300 000
Tradional regalia													-
Number	20	20	20	20	20	20	20	20	20	20	20	20	240
Average price	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	1 200 000
Sales	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	24 000 000
Tradional beads													-
Number	25	25	25	25	25	25	25	25	25	25	25	25	300
Average price	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	30 000

Sales	62 500	62 500	62 500	62 500	62 500	62 500	62 500	62 500	62 500	62 500	62 500	62 500	750 000
Traditional caps													-
Number	15	15	15	15	15	15	15	15	15	15	15	15	180
Average price	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	60 000
Sales	75 000	75 000	75 000	75 000	75 000	75 000	75 000	75 000	75 000	75 000	75 000	75 000	900 000
Traditional bags													-
Number	25	25	25	25	25	25	25	25	25	25	25	25	300
Average price	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	48 000
Sales	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	1 200 000
Traditional baskets													-
Number	10	10	10	10	10	10	10	10	10	10	10	10	120
Average price	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	30 000
Sales	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	300 000
Traditional Bamboo chairs													-
Number	2	2	2	2	2	2	2	2	2	2	2	2	24
Average price	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	1 200 000
Sales	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	200 000	2 400 000

Swimming pool													-
Number	50	50	50	50	50	50	50	50	50	50	50	50	600
Average price	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	30 000
Sales	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	1 500 000
Renting of sport complex													-
Number	8	2	2	2	2	2	2	2	2	2	2	2	30
Average price	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	600 000
Sales	400 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	1 500 000
TOTAL TURNOVER	32 574 000	32 009 100	32 336 000	31 550 000	33 661 250	32 037 500	35 704 000	36 296 875	31 415 000	25 237 000	23 847 500	26 546 750	373 214 975

Source: Edison Akabi Ufeingwei, 21/02/ 2023

Commentary on products of the enterprise

Sale of rooms

Our centre will put at the disposal of our customers 25 lodging rooms at an average price of 10.000FCFA. Though the rooms' occupation rate of the hotel will vary following low and peak seasons of the tourism industry, we estimate to make a turnover of **89.750.000FCFA** in the first year.

Sale of heavy foods

Our restaurant will have a seating capacity of 100 places. We expect low customers returns in the month of September due to school reopening and average returns in the others especially from October. However, we intend to recover the sum of **6.209.100FCFA** in the first year.

Sale of breakfast

It is a normal tradition in the North West Region that people don't really want to take breakfast with light foods such as tea or fried foods in the morning. Instead, they prefer to eat fufu corn, achu and peper soup. As such, our breakfast returns will solely depend on tourists that will come out of Bamenda. However, we expect to receive 543 customers at an average price of 500FCFA that will yield to the sum of **2.511.875FCFA** in the first year.

Sales from the bar

We intend to sell a bottle of drink at an average price of 1000 FRS. We also intend to sell at least 12050 bottles of drinks in the first year. These will raise us the sum of **7.799.000FCFA** in the first year.

Sales of traditional dance and Music to National Tourist

We intend to organize cultural festivals in our center in the months of March, April, November and December. A ticket for the festival will cost the sum of 5.000 FRS per national. We expect to mobilize at least 504 nationals to attend these festivals. This will raise us the sum of **2.520.000FCFA**

Sale of traditional Music to Foreigners

We intend to lobby and sale at least 204 tickets to international tourists to attend our sequential cultural dance packages at a ticket of 25000 FRS. As a result, we intend to raise the sum of **5.100.000FCFA** in the first year.

Holiday packages to students and pupils

This will be organized in the months of June and July at an average price of 10.000 FRS per participant. We intend to mobilize 500 attendees the first year which will raise us the sum of **5.000.000FCFA**

Renting of hall for ceremonies

We intend to rent the hall at least 180 times in the first year at an average price of **150.000 FRS** per day. This gives us the sum of **27.000.000Fr**s

Event management package

We will offer outdoor event management for 100.000 FRS per day for an event. We intend to offer 60 packages which will raise the sum of **6.000.000FCFA**.

Renting of Mercedes Car for marriages

We intend to rent it at least four times a month at an average price of 200.000 FRS per marriage. This will give the sum of **9.600.000FCFA** for the first year.

Renting of bus within the region

We intend to rent the 30 sitters bus at least 15 times a month at an average price of 75.000 FRS that will yield us the sum of **13.500.000FCFA** in the first year.

Renting of bus out of the region

The bus will also be rented out of the region for an average price of 150.000 per day. We intend to rent it 120 times a year that will cost the sum of **18.000.000FCFA**.

Renting of musical instrument

We intend to rent the musical instrument at 50.000 FRS per day for 36 times in a year that will cost the sum of **1.800.000FCFA**

Renting of chairs

We intend to rent 6000 VIP chairs at 2000 FRS for the first year that will reap us the sum of **24.000.000FCFA**

Renting of tents

We intend to rent out tents of 50.000 FRS per day for 60 times a year that will work us the sum of **9.00.000FCFA** in the first year.

Renting of pots

We rent out pots of 2500 per day for 36 times that will yield the sum of **4.500.000FCFA** for the first year.

Internship to students

We will grant chances for our partners to send their trainees to our center who will pay 5000 FRS each per month. We expect to receive 60 trainees in the first year which will give us the sum of **300.000FCFA**

Sale of traditional regalia

We will weave traditional regalia that will be sold to our tourists at a price of 100.000FCFA each. We intend to sale 240 in the first year that will raise the enterprise the sum of **24.000.000FCFA**

Sale of traditional beads

We will fabricate beads that will cost 2500 FRS each and we intend to sell 300 in the first year that will cost the sum of **750.000FCFA**.

Sale of traditional caps

We intend to produce and sell 180 caps at 5000 FRS each that will give us the sum of **900.000FCFA** for the first year.

Traditional bags

We intend to fabricate 300 bags in the first year at an average price of 4000 FRS that will give us an annual income of **1.200.000FCFA**.

Sale of traditional baskets

The center intends to produce 120 baskets at 2500 FRS per basket that will give an annual income of **300.000FCFA**.

Sale of traditional bamboo chairs

The center will produce 24 sets of bamboo chairs that will be sold at 100.000 FRS each thus, will raise the sum of **2.400.000FCFA**

Income from swimming pool

We intend to receive 600 customers at 2.500 FRS each making the sum of **1500.000FCFA** in the first year.

Renting of sport complex

We intend to rent out the sport complex, 30 times in the first year at an average price of 50.000 FRS a day from 8.am to 10.pm. As such, it will raise the sum of **1.500.000frs** in the first year.

SITES AND ATTRACTIONS TO BE VISITED

-Ndop: plains, rice farms and factory, Babungo palace and museum.

-Oku: Mount Oku, Kilum forest, caves, honey handicraft shop, oku cultural and tourist center.

-Belo: Ndawara Tea plantation and factory.

-Bali: prescraft, German cemetery, the Lela cultural festival.

-Bamenda: prescraft, traditional handicraft center, 14 Stations of the Cross, German fort.

Technical sheet

Description	: Enjoy the beauty of the North West Region and its culture.
Types of tourism	: Cultural, heritage, ecotourism, agro tourism, sceneries
Name of the client	: Visitor
Person to be contacted	: Akadel tourism centre
Duration	: 4 days, 3 nights
Departure date	: Day 1
Point of departure	: Akadel tourism centre
Departure time	: 8:00a.m
Place of arrival	: Ndop
Arrival time	: 9:00a.m
Return time	: 5:00a.m
Number of participants	: 30-15
Names of accompanying guides	:
Names of local guides	:
Name of driver	:

Name of the person in charge	: AKADEL SERVICES
Telephone	:6 77434437/ 333054517
Email address	: akdelservices@yahoo.com

Source: Edison Akabi Ufeingwei, 21/02/ 2023

Itinerary

Bamenda – Ndop – Oku – Belo – Bali

Distances in kilometers

Bamenda – Ndop : 43 kilometers

Ndop – Oku : about 120 kilometers

Oku – Belo : 75 kilometers

Belo – Bamenda : 64 kilometers

Bamenda- Bali : 20 kilometers

Bali – Bamenda : 20 kilometers

Bamenda – Douala : About 400 kilometers.

Table 32 : detail program of the circuit

Day	Time	Activities
Day One	Bamenda –Sabga - Ndop – Oku	
	Breakfast assembly and breakfast at AKADEL tourism centre	
	7:30 a.m	Departure from Bamenda to Ndop Along the way, the visitors will have the opportunity to visit the tourist Sabga landscape and the Ndop plains
	9:00 a.m	Arrival at Ndop Visit of the rice farms, Visit of the local rice factory to experience how raw material is locally transformed. (The rice is renowned for its unique taste because it is cultivated without fertilizers.)
	12:30 a.m	Lunch at a local restaurant There will be the promotion of some traditional dishes, the locally produced rice and culinary art in general.
	1:30 p.m,	A walk to the Babungo palace and museum. The tourists will see traditional original architecture, antiquities, sculptures, masks etc. this place is a traditional and purely African organization, where the Fon’s living quarters are found underground and those who have access to it are his “Nchindas.”
3:30 p.m	Departure for Oku through the Ring Road:	

		Along the road, the landscape includes a beautiful countryside with mountain sceneries, abundant vegetation, summits, plains and valleys etc. stops for snap shots will be permitted.	
	6:00 p.m	Arrival at Oku, setting and lodge at the hotel	
	7:30 p.m	Dinner and end of the day	
Day Two	Oku-Belo-Bamenda		
	7:30 am	Breakfast at the hotel	
	8:00 a.m	Departure for Mount Oku on foot The visitors will trek through the Kilum Forest, enjoy the green vegetation and savannah at 1600m high, varied bird species with some that are found in no other part of Africa.	
	11:30 a.m	Visit to the Oku Honey Handicraft Shop, the Oku Cultural and Tourist Center with craftwork like masks, carvings, etc.	
	1:00 p.m	Launch at the Cultural Center with some authorities of the area.	
	2:00 p.m	Departure for the Ndawara Tea Estate in Belo	
		2:45 p.m	Arrival at the Estate Visit of the tea plantation and the factory – one of the largest in West Africa. It is a very fascinating site with a ranch and a beautiful landscape. The visitor will be given the chance to savour and appreciate the tea.
	5:00 p.m	Departure from Belo for Bamenda passing through Mbingo, Babanki etc.	
	6:30 p.m	Arrival and installation at the AKADEL tourism centre	
	8:00 p.m	Supper in a partner restaurant away from the hotel for a change, for diversification of tastes and for discovery of Bamenda by night.	
	9:30 p.m	Back to the centre and end of the day.	
Day Three	Bamenda – Bali – Bamenda		
	8:00 a.m	Breakfast at the hotel restaurant	
	9:30 a.m	Departure for Bali Nyonga	
	10:15 a.m	Arrival at Bali Prescraft Workshop and beginning of visit. The tourists will have the opportunity to see how artistic, woven, clay, knitted, etc. articles are produced.	
	12:00 a.m	Lunch at a local restaurant inBali	
	1:30 p.m	A walk to the festival venue where they will witness the traditional dances, gun firing etc.	
		5:30 p.m	Departure for Bamenda
		6:15 p.m	Arrival at the centre
		8:00 p.m	Dinner at the centre
		9:30 p.m	Departure for a visit to a nightclub (optional)
	1:00 a.m	Return to the centre	
Day Four	Bamenda town		
	8: a.m	Breakfast at the hotel	
	9:30 a.m	Visit to the prescraft, traditional handicraft centre, 14 stations of the cross, German fort, Up Station Hill etc.	
	12:30 a.m	Lunch at a restaurant outside the hotel	
	2:00 p.m	Departure for the Douala International Airport	

	7:00 p.m	Arrival at the airport and registration formalities
	9:00 p.m	Take-off and end of the circuit.

Source: Edison Akabi Ufeingwei, 12/02/2013

Table 33: quotation of services for the tour circuit-Bases of 30PAW (prices in FCFA)

Days	Collective Services				Individual Services				
	Car rental and Toll gate	Driver	Fuel	Guide	Lodging	Visits	Breakfast	Lunch	supper
1	150 000	20 000	20000	20000	15000	2000	1000	1000	1000
2	150 000	20 000	20000	20000	10000	2000	750	1000	1500
3	150 000	15 000	15000	15000	10000	3000	1000	2000	1500
4	150 000	25 000	50000	10000		2000	1000	2000	
Totals	600 000	80 000	105000	65000	35000	9000	3750	6000	4000
Sum1	850 000				Sum2	57 750			

Source: Edison Akabi Ufeingwei, 12/02/2013

Calculations:

- Sum1 bis total of collective services/15= 56666.667
- Sum1 bis+sum2= 114,416.67
- Commission/pax=25% 28,604.167
- Unforeseen=5% 5,720.8333
- VAT⁶²=19.25% 22,025.208
- GTCTI⁶³/pax= 170,766.88
- GTC⁶⁴/15pax= 2, 561,503.2
- Commission/15pax=25% 429,062.5

Source: Edison Akabi Ufeingwei, 12/02/2013

The table above is the projected income statement which allows us to determine the annual net profit of the company.

Table 34: auto financing capacity (cash flows)

Net results	176 137 075	187 579 674	211 609 132	251 257 738	327 250 900
Depreciations	81 099 860	81 099 860	81 099 860	81 099 860	81 099 860
Auto financing capacity	257 236 935	268 679 534	292 708 992	332 357 598	408 350 760

Source: Edison Akabi Ufeingwei, 12/02/2013

⁶² Value added tax

⁶³Global total cost tax included

⁶⁴ Global total cost

The table above represents the cash flow of the project. It is the resources generated by the sale of the tourism centre's products. It will allow us to fund the future needs of our structure by reinvesting in the first five years.

Table 35: loan Reimbursement

Years	Capital	Interest rate	Interest	Remboursement	Annuity	Due capital
1	134 008 080	0,08	10 720 646	22 842 542	33 563 189	111 165 538
2	111 165 538	0,08	8 893 243	24 669 946	33 563 189	86 495 592
3	86 495 592	0,08	6 919 647	26 643 541	33 563 189	59 852 051
4	59 852 051	0,08	4 788 164	28 775 024	33 563 189	31 077 026
5	31 077 026	0,08	2 486 162	31 077 026	33 563 189	0
Total	422 598 287	1	33 807 863	134 008 080	167 815 943	288 590 207

Source: Edison Akabi Ufeingwei, 12/02/2023

The table of repayment of the loan allows us to determine the outstanding principal and interest to be repaid to the bank. The interest on the loan is valued at 33 807 893 FCFA.

Table 36: Actualized net value

YEAR	MBA	(1 + i) ⁻ⁿ	MBA (1 + i) ⁻ⁿ
1	257 236 935	0,93	238 182 347
2	268 679 534	0,86	230 349 395
3	292 708 992	0,79	232 361 835
4	332 357 598	0,74	244 292 757
5	408 350 760	0,68	277 916 666
Total	1 559 333 820		1 223 103 000

Source: Edison Akabi Ufeingwei, 12/02/2023

The Actualized Net Value has a positive amount of = **560 716 273** this signifies that **560 716 273** FCFA investment are recovered and the project has surplus liquidity.

$$\text{ANV: } 1\,228\,776\,671 - 668\,060\,399 = 560\,716\,273$$

Table 37: financing plan

Requirement of financing	Year 1	Year 2	Year 3	Year 4	Year 5
Investments	496 858 600	496 858 600	496 858 600	496 858 600	496 858 600
Loan reimbursement	23 076 405	24 688 655	26 663 747	28 796 847	31 100 594
Reduction of proper funds					
Shares dividends					
Raising of working fund	17 689 640	18 578 278	1 872 814	3 094 124	5 936 271
Others assets					
<i>Total of assets</i>	537 624 644	540 125 533	525 395 161	528 749 571	533 895 465
Liabilities of financing					
Cash-flows(auto financing capacity)	257 236 935	268 679 534	292 708 992	332 357 598	408 350 760
Loan	134 008 080				
Additional Funds	536 032 319				
Reduction of working fund	0	0	0	0	0
Liabilities					
<i>Total of liabilities</i>	927 277 333	268 679 534	292 708 992	332 357 598	408 350 760
Commencing Treasury Account		389 652 689	118 206 690	-114 479 478	-310 871 451
Annual Treasury Flows	389 652 689	-271 445 999	-232 686 168	-196 391 973	-125 544 705
Final Treasury Account	389 652 689	118 206 690	-114 479 478	-310 871 451	-436 416 155
Operating capital					
	Term of payment	Term of payment	Term of payment	Term of payment	Term of payment
Turnover of stocks in days	20	20	20	20	20

Days's accounts receivable turnover	15	15	15	15	15
Days's accounts payable turnover	30	30	30	30	30
Rate of VAT sales	19,25%	19,25%	19,25%	19,25%	19,25%
Rate of VAT purchase	19,25%	19,25%	19,25%	19,25%	19,25%

Stocks of products	497 753	522 641	574 905	661 141	826 426
	Average credits to customers	Average credits to customers	Average credits to customers	Average credits to customers	Average credits to customers
Clients	18 290 090	19 204 595	21 125 054	24 293 812	30 367 265
	Average credits from suppliers	Average credits from suppliers	Average credits from suppliers	Average credits from suppliers	Average credits from suppliers
Suppliers	890 356	934 874	1 028 362	1 182 616	1 478 270
Taxes	207 848	214 083	220 505	227 121	233 934
<i>Operating capital</i>	17 689 640	18 578 278	20 451 092	23 545 217	29 481 487
<i>Variation of operating capital</i>		888 639	1 872 814	3 094 124	5 936 271

Source: Edison Akabi Ufeingwei, 12/02/2023

Through the production cycle (storage raw materials, manufacturing, finished products storage), the tourism centre incurred expenses. It carried out a cash advance that will not only be recovered at the completion of the sale of the products, but also, the centre will often grant payment credits terms to its customers. In general, the tourism centre will finance its production and business cycles.

Table 38 : classification of immovable charges

Description	Amount	Year1	Year 2	Year 3	Year 4	Year 5
Variable charges			5%	10%	15%	25%
Purchase of drinks	5 299 000		5 563 950	6 093 850	6 888 700	8 213 450
Purchase of foods	3 785 000	3 785 000	3 974 250	4 352 750	4 920 500	5 866 750
Purchase of office stationaries	360 000	360 000	378 000	414 000	468 000	558 000
Electricity bills	600 000	600 000	630 000	690 000	780 000	930 000
Cleaning products	360 000	360 000	378 000	414 000	468 000	558 000
Tools	240 000	240 000	252 000	276 000	312 000	372 000
Fuel	2 400 000	2 400 000	2 520 000	2 760 000	3 120 000	3 720 000
Maintenance	1 200 000	1 200 000	1 260 000	1 380 000	1 560 000	1 860 000
Total of variable charges	14 244 000	14 244 000	14 956 200	16 380 600	18 517 200	22 078 200
Fixed charges						
Insurance for the entreprise and the cars	12 000 000	12 000 000	12 000 000	12 000 000	12 000 000	12 000 000
Telephone bills	300 000	300 000	300 000	300 000	300 000	300 000
Publicity	1 200 000	1 200 000	1 200 000	1 200 000	1 200 000	1 200 000
Financial transactions charges	1 800 000	1 800 000	1 800 000	1 800 000	1 800 000	1 800 000
Interest on loan (8%)	-	-	-	-	-	-
Material for artisanal works	600 000	600 000	600 000	600 000	600 000	600 000
SOCILADRAP (author's right)	75 000	75 000	75 000	75 000	75 000	75 000
Personnel wages	21 135 000	21 135 000	21 135 000	21 135 000	21 135 000	21 135 000
Depreciations of investment	2 113 500	2 113 500	2 113 500	2 113 500	2 113 500	2 113 500

Miscellaneous (10% of the total cost)	2 113 500	2 113 500	2 113 500	2 113 500	2 113 500	2 113 500
Total of fixed charges	41 337 000	41 337 000	41 337 000	41 337 000	41 337 000	41 337 000
Break even point						
Description	Year1	Year 2	Year 3	Year 4	Year 5	
Turnover	373 214 975	391 875 724	431 063 296	495 722 791	619 653 488	
Turnover duty free	312 968 532	328 616 959	361 478 655	415 700 453	519 625 567	
Variable Charges (VC)	14 244 000	14 956 200	16 380 600	18 517 200	22 078 200	
Margin of variable charges	298 724 532	313 660 759	345 098 055	397 183 253	497 547 367	
Fixed charges	41 337 000	41 337 000	41 337 000	41 337 000	41 337 000	
Taux de marge sur coûts variables	0,9545	0,9545	0,9547	0,9555	0,9575	
Break even point	43 308 061	43 308 061	43 299 123	43 264 185	43 171 291	

Source: Edison Akabi Ufeingwei, 12/02/2013

Turnover duty free = turnover/1,1925

Margin on variable charges

Turnover -variable charges

Rate on margin of variable charges

Turnover /variable charges

Break even point

Fixed charges / Rate on margin of variable charges

Having presented the enterprise, its investment, replaceable, depreciation rate of fix asserts and the human resource of the enterprise, it is important to proceed into the

next phase of the work which entails presenting the profit margin of the enterprise in five years

Table 39 : profitability and equilibrium of the treasury accounts

Individualisation			Designation	Base of calculation			Charges and produits				
Order	No.	Account		Quantity	Unit Price	Value	Year 1	Year 2	Year 3	Year 4	Year5
1	1	701 00	Turnover from accomodation	1	89 750 000	89 750 000	89 000	94 237 500	103 661 250	119 210 438	149 013 047
2	2	701 01	Turnover from food	1	6 209 100	6 209 100	6 209 100	6 519 555	7 171 511	8 247 237	10 309 046
3	3	701 02	Turnover from breakfast	1	2 511 875	2 511 875	2 511 875	2 637 469	2 901 216	3 336 398	4 170 497
4	4	701 03	Turnover from bar	1	7 799 000	7 799 000	7 799 000	8 188 950	9 007 845	10 359 022	12 948 777
5	5	701 04	Turnover from others	1	266 945 000	266 945 000	266 945 000	280 292 250	308 321 475	354 569 696	443 212 120
6	6		Total		373 214 975	373 214 975	373 214 975	391 875 724	431 063 296	495 722 791	619 653 488
7	7		INVESTMENTS								
8	8	201 00	Cost of pre-establishment	1	2 500 000	2 500 000	825 000	825 000	825 000		0
9	9	222 10	Purchase of Land	1	20 000 000	20 000 000	4 000 000	4 000 000	4 000 000	4 000 000	4 000 000
10	10	232 20	Constructions and installation of all games, swimming pool etc	1	254 083 600	254 083 600	25 408 360	25 408 360	25 408 360	25 408 360	25 408 360
11	11	245 10	Purchase of a Toyota Hillux 4*4 car	1	13 000 000	13 000 000	1 300 000	1 300 000	1 300 000	1 300 000	1 300 000

12	1 2	234 00	Purchase of a 30 seaters bus	1	14 500 000	14 500 000	2 900 000	2 900 000	2 900 000	2 900 000	0
13	1 3		Purchase of a mercedes car	1	15 000 000	15 000 000	3 000 000	3 000 000	3 000 000	3 000 000	3 000 000
14	1 4	243 10	Purchase of kitchen utensils	1	25 000 000	25 000 000	2 500 000	2 500 000	2 500 000	2 500 000	2 500 000
15	1 5	235 10	Acquisition of office materials	1	1 500 000	1 500 000	150 000	150 000	150 000	150 000	150 000
16	1 6	244 20	Hotel furniture	1	25 000 000	25 000 000	8 250 000	8 250 000	8 250 000		0
17	1 7	244 70	Restaurant furniture	1	15 000 000	15 000 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000
18	1 8	244 00	Linen	1	10 000 000	10 000 000	3 300 000	3 300 000	3 300 000		0
19	1 9	244 10	First Aid units	1	1 000 000	1 000 000	330 000	330 000	330 000		0
20	2 0	275 20	Electricity deposit	1	1 500 000	1 500 000	150 000	150 000	150 000	150 000	150 000
21	2 1	249 80	Water catchment	2	25 000 000	50 000 000	16 500 000	16 500 000	16 500 000		0
22	2 2	241 30	Generator	1	1 000 000	1 000 000	200 000	200 000	200 000	200 000	200 000
23	2 3	244 10	Purchase of vigilant cameras	1	1 200 000	1 200 000	240 000	240 000	240 000	240 000	240 000
24	2 4	23 400	Purchase and subscription of fixed phones and internet	1	500 000	500 000	50 000	50 000	50 000	50 000	50 000
25	2 5	24 211	Lawn mover	1	350 000	350 000	35 000	35 000	35 000	35 000	35 000
26	2 6	24 411	Air condition	32	600 000	19 200 000	6 336 000	6 336 000	6 336 000		0

27	2 7	244 21	Musical instrument	1	1 500 000	500 000	300 000	300 000	300 000	300 000	300 000
28	2 8	241 10	Sewing machine	1	100 000	100 000	10 000	10 000	10 000	10 000	10 000
29	2 9	24 120	Embroidery machine	1	1 500 000	500 000	150 000	150 000	150 000	150 000	150 000
30	3 0	24 113	Laundry machines	4	2 500 000	000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000
31	3 1	241 14	Ironining machines	4	25 000	100 000	33 000	33 000	33 000		0
32	3 2	241 31	Bead tools	1	250 000	250 000	50 000	50 000	50 000	50 000	50 000
33	3 3	241 30	Hat moulds	1	250 000	250 000	50 000	50 000	50 000	50 000	50 000
34	3 4	241 33	Hat pins	1	25 000	25 000	2 500	2 500	2 500	2 500	2 500
35	3 5	244 70	Tents	10	250 000	500 000	250 000	250 000	250 000	250 000	250 000
36	3 6	244 10	Chairs	100 0	12 500	500 000	1 250 000	1 250 000	1 250 000	1 250 000	1 250 000
37	3 7	219 31	Website	1	300 000	300 000	30 000	30 000	30 000	30 000	30 000
38	3 8		TOTAL INVESTMENTS			499 358 600	81 099 860	81 099 860	81 099 860	45 525 860	42 625 860
39	3 9	604 00	Purchase of drinks	1	5 299 000	299 000	299 000	563 950	120 345	038 397	8 797 996
40	4 0	604 10	Purchase of foods	1	3 785 000	785 000	785 000	974 250	371 675	027 426	6 284 283
41	4 1	605 20	Purchase of office stationaries	1	360 000	360 000	360 000	378 000	415 800	478 170	597 713
42	4 2	605 30	Electricity bills	1	600 000	600 000	600 000	630 000	693 000	796 950	996 188

43	4 3	605 60	Cleaning products	1	360 000	360 000	360 000	378 000	415 800	478 170	597 713
44	4 4	618 10	Tools	1	240 000	240 000	240 000	252 000	277 200	318 780	398 475
45	4 5	624 20	Fuel	1	2 400 000	400 000	400 000	520 000	772 000	187 800	3 984 750
46	4 6	624 80	Maintenance	1	1 200 000	200 000	200 000	260 000	386 000	593 900	1 992 375
47	4 7	625 10	Insurance for the enterprise and the cars	1	12 000 000	000 000	000 000	600 000	860 000	939 000	19 923 750
48	4 8	625 20	Telephone bills	1	300 000	300 000	300 000	315 000	346 500	398 475	498 094
49	4 9	625 40	Publicity	1	1 200 000	200 000	200 000	260 000	386 000	593 900	1 992 375
50	5 0	627 50	Financial transactions charges	1	1 800 000	800 000	800 000	890 000	079 000	390 850	2 988 563
51	5 1	627 80	Interest on loan (8%)	1	-	-	720 646	893 243	919 647	788 164	2 486 162
52	5 2	628 10	Material for artisanal works	1	600 000	600 000	600 000	630 000	693 000	796 950	996 188
53	5 3	646 80	SOCILADRAP (author's right)	1	75 000	75 000	75 000	78 750	86 625	99 619	124 523
54	5 4		Sub-total	1	21 135 000	135 000	135 000	191 750	410 925	072 564	35 090 705
55	5 5	658 20	Miscellaneous (10% of the total cost)	1	2 113 500	113 500	113 500	219 175	441 093	807 256	3 509 070
56	5 6	661 00	Personnel wages	1	16 397 579	397 579	397 579	217 458	939 203	780 084	27 225 105
57	5 7	680 00	Depreciations of investments				81 099 860	81 099 860	81 099 860	42 625 860	42 625 860

					150	161	163	168	140	161
58	5				964	685	351	713	212	109
8	8				939	585	436	673	315	886
59		I			499	242	244	249	185	203
					358	785	451	813	738	735
					600	445	296	533	175	746
60		II			374	182	183	187	139	152
					518	089	338	360	303	801
				75%	950	084	472	150	631	809
61		III			124	60	61	62	46	50 933
					839	696	112	453	434	936
				25%	650	361	824	383	544	
62		IV				130	147	181	309	415
						429	424	249	984	917
						530	428	763	616	743
63		V				50	56	69	119	160
						215	758	781	344	128
						369	405	159	077	331
64		VI				80	90	111	190	255
						214	666	468	640	789
						161	023	604	539	412
65		VII				81	81	81	42	42 625
						099	099	099	625	860
						860	860	860	860	860
66		VII I				161	171	192	233	298
						314	765	568	266	415
						021	883	464	399	272
67		IX				161	333	525	758	1 057
						314	079	648	914	330
						021	904	368	767	039

Source: Edison Akabi Ufeingwei, 21/02/ 2023

III. IMPACTS AND EVALUATION OF THE PROJECT

This section of the work is devoted to assess the impact or effects of establishing a tourism centre in this area. As a result, it will be observed that the establishment of this centre will not only bring fortune to the area, but will also surface some inconveniences that did not exist in the area prior to the setting up of the project. We are going to group these as the negative effects of the project while those we welcome as pleasant outcomes of the project are grouped as positive effects of the project.

III.1 Positive effects

III.1.1 The activities of the project will lead to Poverty alleviation

The establishment of a tourism center in the NWR will lead to poverty alleviation within the local communities. In the immediate environment, the local populations will benefit from job opportunities from the first phase of the project till the last phase, and the functioning of the center. They will be employed as builders or technicians in the construction phase, as guides and servants during the operational phase. They will earn income that will sustain their lives and families.

III.1.2. The centre will boost Local artisanal industry

When the center will be operational, tourists from all over the world who will visit the center will fall in love with some of the craft works they will discover in the local markets where the center is located or in the museum of the center. As they will buy them at encouraging prices, this will motivate the indigenes and they will develop more interest in it and more money will be generated to cater for their entire needs. As creative as they are, these craftsmen will innovate more of these crafts in multiple designs that will catch the interest of tourists.

III.1.3. They will be improvement in infrastructure and standards of living

The establishment of a tourism centre in Bamenda will enhance development and thus improve the wellbeing of the local inhabitants. This is because they are going to benefit from tarred roads, public lightening, and pipe borne water, which will be brought

to the area due to the implantation of this centre. This will help in the accessibility and security in the area in the sense that, cars which rarely come to this area due to the absence of street lights and the fear of insecurity will now be able to pick and drop people at all times.

III.1. 4. There will exist a general boom of the economy

This will be brought about by a chain of activities that will culminate in boosting the entire business area through a chain of activities. Tourists that will visit this centre will pay visa fees and flight tickets to tour companies who pay taxes to the government, when they arrive Cameroon or from other regions of the country, spend nights in hotels, eat in restaurants, pay taxis and purchase craft works. All of these chains of activities will create a multiplier effect that will result in the booming of the general economy.

III.1.5. The indigenous population will witness improved lifestyles

Generally, they will be rapid urbanization and modernity in the project area. The locals whom prior to the establishment of the project could relax either by drinking or watching of movies will be introduced to new forms of recreational activities such as swimming, observing and appreciating nature, games and other activities that our centre will offer. Also, this project will induce a positive effect in the social lives of the people by exchange of cultural values like habits such as dressing styles just to name a few.

III.1.6. Improvement in environmental protection and enhancement of sustainable tourism

The putting in place of a tourism center in this area will lead to the sensitization of the local population on the necessity of preserving their environment by abdicating from poor farming methods such as bush fallowing and others that destroy the ecosystem to improved methods that will rebuild the soils. They will equally be sensitized on planting plant species that contribute in the preservation and enrichment of the environment. When this is done, it will be observed that, most of our lost plants and animal species will not be eradicated from the ecosystem as such future generations will live to see them, benefit from them and pass them on to other generations. From these

folds of benefits, the indigenous populations will be motivated to preserve and attach more value to protecting the environment and promoting sustainable tourism.

However, it will be pleasant to equally ascertain that the putting in place of this centre will equally be associated with some negative impacts to the society and the environment.

III.2. Negative Impacts of the project

As already examined above, the putting in place of this project has surfaced enormous opportunities. However, it should be noted that the establishment of this project will also provoke some negative effects which have been elaborated below.

III.2.1. Cultural Impacts

The development of tourism in this area if not well controlled will lead to lost and disrespect of some cultural values by tourists that will visit this centre. Often times, some tourists will want to establish a conflict in cultures by wanting to greet the Fons with the hands, and wanting to have access to certain shrines reserved for notables in palaces and also, showing interest and curiosity in buying certain traditional artifacts preserved for posterity.

III.2.2. Changes in life styles

Some cultures or traditions will be wiped out as the locals may want to imitate the tourists. As such, some life styles and cultural values will be devalued. Some youths will turn to wear clothes that expose part of their bodies, copy bad habits from their peer tourists such as smoking and drug addiction. The area may also witness increased level in prostitution, transmission of sexually transmissible diseases and increase in the level of gambling.

III.2.3. Degradation of the Environment

The construction of buildings will bring about deforestation which will lead to the disappearance of certain wildlife species from the ecosystem. Noise pollution from machines and human activities will lead to relocation of certain birds and animals

species from the area. Certain plants and trees species will be damaged and during construction of buildings and roads. The nearby population will be affected by discharge of waste from the centre.

IV. MEASURES TO IMPLEMENT IN ORDER TO REDUCE THE NEGATIVE EFFECTS OF THE PROJECT.

In order to implement sustainable tourism development, it will be necessary to put into place measures and policies that will curb and reverse the negative effects resulting from the project.

IV.1. sensitization of the local population

The population shall be educated to understand the value and importance of African culture and values which they have to be proud of and preserve with high esteem. In this light, they will be able to understand that it is because of this rich heritage that westerners travel and spend much money to come and consume. So to make it sustainable, it should be highly developed and preserved.

IV.2. Sensitization of tourists and visitors

The tourists on their part will also be informed on the repercussions they will face as a result of boycotting the respect of some African cultural values. For example, they could be told that greeting a legitimate African traditional authority with the hands draws on him or her generational curses.

IV.3. Reforestation around the project area

Concerning the effects on degradation of the environment, it can be observed that the implementation of the project proper has previewed a green space and a man-made forest beside the lake to rehabilitate animal and plants species destroyed during the implementation of the project.

Table 40: summary of activities and their impacts on the environment

Activities	Impact	Measures to reduce them
Construction of buildings	-leads to deforestation, -Air and sound pollution from machines; -Disappearance of some animal species.	After construction, trees and flowers shall be planted around to replace lost ones. Workers shall put on protective cloths and foot wares to reduce risk. Proper management of waist. Proper management of hazardous substances. Both the staff and the locals shall be involved in environmental issues and reduce the rate of cutting trees and burning of grass.
Construction of swimming pool	Soil and sound pollution from machines	Proper conservation and management of energy. Proper use of chemicals and management of waist
Installation of games and connection of water	Destruction of fragile plants	Planting of trees and flowers.

Source: Edison Akabi Ufeingwei, 12/02/2013

III. EVALUATION AND FOLLOW UP MEASURES TO SUSTAINABLY MANAGE THE PROJECT

V.1. Evaluation

This phase of the project will act as the measuring rode of the progress of the project. It will at each moment see if the entire management of the project is geared towards laid down objectives and at all levels making achievements to desired goals. As a result, measures will be taken on what to do or what was supposed to be done and condition the project to achieve its goals in a progressive and objective manner. To implement these successfully, the project will be evaluated and followed up in the short, average, medium and long terms.

V.1. Short Term Evaluation of the Project

This is the monitoring stage of our project. We will control the turnover of the company at the end of every month and also hold weekly staff meetings in order to get reports of what is going on in the company.

V.2. Average Term Evaluation

We will evaluate accounts of provisional results to see that it is not out of line with the goals of the project. We will view constraints such as loan reimbursement, tax policies and the general evolution of the company in relation to the project environment.

V.3. The long term

At this stage, we will evaluate the profitability and sustainability of the project. We equally retrain our employees to get acquainted with contemporary technological database.

V.2. Follow up measures

The establishment of this tourism centre is out to satisfy the needs of present and future tourists as well as those of the local population. It is for this reason that this section of the work is out to put in place strategies and means which will make the project sustainable. As such, the project team will put in place strategies that will continuously maintain the quality of the products, recycle the personnel and put in place a suitable vibrant marketing strategy and try to manage the negative effects of tourism in the area.

V.2.1. continuously maintain the quality of products and infrastructures

Tourists choose to visit a particular destination because of the peculiarity and the uniqueness of the products, the environment, and the climate of that destination. On the contrary, when a destination is losing the originality of its products, the destination will tend to be unpopular and becomes very unattractive to tourists. To combat this, our center will endeavor to maintain the quality of the products, quality of services so as to keep up with its originality and maintain its costumers and envisage for new ones.

-The infrastructures of the destination will be permanently renewed to meet up with the demands of tourists while preserving the original image it opted to portray. Our equipment will be updated on regular bases to render maximum satisfaction to costumers.

-Waste management will be carefully taken care of so as to avoid degradation of the environment with tourists' wastes.

-The local population will be frequently sensitized of the necessity of promoting and preserving their culture and show hospitality towards tourists. These which are complementary elements in tourists interest must be uphold. They will equally be made to feel the economic and developmental impact of the project through the various benefits which the local population enjoys because of the establishment of the project in the area.

V.2.2. Motivation and Recycling of Personnel

It is a common phenomenon that when the personnel are not happy and qualified the results of their activities appear negative in the eyes of the client or tourist. As a result, we will permanently keep our personnel updated with new techniques of hotel and destination management through regular seminars, Conferences and workshops. We will equally secure our employees with encouraging salaries that will augment as their longevity in service dues. This will ameliorate their performance and quality of service.

V.2.3. Implement a suitable marketing strategy

Since marketing is a vital element in the success of any business, there will be flexibility in the implementation of these strategies so that the centre will always witness improvement in sales.

V.3. Strategies to promote Sustainable Tourism in the Region

V.3.1 Involve the local community in decision making

The local communities occupy a crucial and indispensable position in the development and promotion of tourism in any given area. Since they are going to be the host communities, their participation should not be neglected when making decisions in the planning, realization and management of tourism projects. This is because the choice of the tourism heritage to be developed and managed must be in conformity with traditional norms and rights. The local population should be ready to accept visitors and

be friendly to them so as to portray a calm and hospitable environment for sustainable tourism development.

V.3.2. Integration of indigenous activities in the tourism sector

Each region exhibits peculiarity in several tourism activities ranging from cultural types, food, dressing just to name a few. As such, their activities can be encouraged, given more value and integrated in the tourism sector. For instance, the agricultural sector can be reorganized through improved species and farming methods that can lead to a vast arena of an agro-tourism industry. This can be very feasible in Santa.

In the same vein, Cultural tourism can be developed in Bali, Bafut and Mankon since these are prominent in cultural patrimony in the division. Since the entire Division is blessed with spotted tourism potentials, all communities will be empowered to integrate the best of their activities as a means to empower them economically and develop tourism in the region.

V.4. 3.The Setting up of Common initiative groups

The formation of common initiative groups could be a good strategy to enhance tourism development. This is because, this participatory approach will create forums for organized groups that will be able to initiate projects that will attract sponsors rather than doing them individually. As a result, local industries involve in crafts and artisanal works will emerge.

V.4.4. Create local tourism boards

This approach or strategy will entail the setting up of organizational structures that will follow up and propose solutions to some obstacles identified as hindrances to tourism development in the region. The composition of this board will include all stake holders involved in tourism activities in all its diversity.

GENERAL CONCLUSION

This project entitled “The Establishment of a tourism centre in Bamenda North West Region” was initiated to boost tourism development in Bamenda in particular and in the NWR in general. It required thorough research and an understanding of what other researchers had written about the area. Also, practical feasibility studies were carried out to acquire primary and secondary data so as to bring to surface the problems or hindrances, and expected realities associated with the improvement and promotion of tourism in the area. This was very significant in that, it helped a lot in reshaping and reforming the goals and objectives of the project. The project will also enable tourists to enjoy certain facilities like lodging, leisure and catering that were hitherto not available in this area. The establishment of this centre in Bamenda will equally serve as an epicenter for tourists when they visit this region. This will be guaranteed through the tour circuits that the centre will offer in its product range.

After the main objective was framed, there was also the necessity to diagnose the socio-economic environment in which the project will be established. Other important aspects such as the general presentation of the NWR were also taken into consideration to present features like its geographical background, basic infrastructures and others. Furthermore, Bamenda was presented as the host town of the project with a study of the tourism indicators, actors and tourism demand and supply in the region. The laws governing tourism activities in Cameroon were not left out.

The implantation and management phases involved cost analysis, human resource management, products conception and the marketing of our products. In other words, it involves mounting the investment table which consists in bringing to the lamplight those fixed assets that will serve as backbone investment capital for the establishment and the success of the project. The second table is usually known as the table of replaceable goods. These goods ensure the continuous existence of the enterprise. It should be noted that this affects the third table which is that of the final products of the enterprise. This is because there are inter-connected and their elasticity affects one another. The human resource table gives an exhaustive number of employee and their financial burden to the company. Equally, the amortization table assesses the life span of investment goods of the enterprise. Finally, the fourth table is a combination of the other three tables of the project. It establishes equilibrium in the entire enterprise

in terms of investment, replaceable goods, products, taxes profits, cash flow, gap and other financial items that are concerned with the project

After conceiving and implementing the project, it was necessary to create some awareness to the public through marketing. For this to be done, marketing strategies were put in place such as communication, promotion and publicity.

However, the project ended by evaluating the impacts of tourism development in the area. Here, both the negative and positive impacts were outlined. Furthermore, some solutions to curb these negative impacts were proposed. Suggestions or recommendation for further study was also mentioned. The project ends with a bibliography. Annexes and appendixes that constitute other data that were not included in the research proper.

ANNEXES

Appendix I: TOURIST POTENTIALS OF THE NORTH WEST REGION

The North West Region is endowed with rich and varied Tourist Potential that can be classified into two (2) main categories:

1. **NATURAL SITES:** Lakes, Waterfalls, Landscapes, Forests reserves, Caves etc
2. **ARTIFICIAL SITES:** museums, Palaces, Monuments, Arts, Antiquities

THE DISTRIBUTION OF TOURIST SITES IN THE NORTHWEST REGION- NATURAL AND ARTIFICIAL SITES AND POSSIBLE DISTANCES FROM THE REGIONAL HEADQUATER BAMENDA MEZAM DIVISION NATURAL SITES

Table No. 17: tourists sites in the North West Region

N ^o	Name of site	Location	Dist · From bam enda	Sub - divi sion	Divi sion	Desc ription	Acces sibilit y	Type of touris m	Deve lope d or not	Pro mot er	T h e y e a r o f d e v ·	Obs er vati on
1	Lake awin g	Awi ng villa ge	27k m	Sant a	Me zam	Beaut iful crater lake	A	Ecotou rism	Partl y devel oped	STA TE	2 0 0 0	Needs Furthe r Devel opme nt
2	Sabg a lands capes	Sab ga	22k m	Tub ah	Me zam	Beaut iful lands capes	A	Safari, Ecotou rism, Mounta ineerin g				
3	Cool hill	Baf ut	21k m	Baf ut	Me zam		A	Trekki ng				
4	Baba nki lands capes	Bab anki	24k m	Tub ah	Me zam	Beaut iful lands capes	A	Trekki ng				

5	Bamenda station landscapes	Station hill	In town	Bamenda	Mezam	Beautiful landscape	VA	Trekking				
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Source: Regional Delegation of Tourism and leisure North West region, 2013

MEZAM DIVISION-ARTIFICIAL SITES

No	Name of site	Location	Dist. From bamenda	Sub-division	Division	Description	Accessibility	Type of tourism	Developed or not	Promoter	They are of dev.	Observation
1	International Museum/library	Akum	6km	Santa	Mezam	World wide ethnography and anthropological collections	VA	Cultural	Developed	Private		Should be encouraged
2	Mankon palace and museum	Mankon	11km	Bamenda	Mezam	Arts/heritage culture, antiquities	VA	Cultural	Developed	Private		Should be encouraged
3	Bafut palace and museum	Bafut	16km	Bafut	Mezam	Modern, traditional architecture, antiquities	VA	Cultural	Developed	Private		Should be encouraged
4	Bali Nyong	Bali Nyonga	20km	Bali	Mezam	Modern, traditional	VA	Cultural	Developed	Private		Should be

	a palace					nal, architecture, antiquities						encouraged
5	Prescraft workshop	Bali Nyonga	20km	Bali	Mezam	Arts and crafts	VA		Developed	Private		
6	Bamenda Fort	Bamenda up station	4km	Bamenda	Mezam		VA		Developed	Private		
7	Mbatu shrine	Mbatu	18km	Bamenda	Mezam		A	Pilgrimage	Developed	Private	1999	Access road be improved
8	Fortunngod stone house	Bali Nyonga	20km	Bali	Mezam		A		Developed	Private		
9	German cemetery	Bamenda up station	1km	Bamenda	Mezam		A		Developed	Private		
10	Old Presbyterian church	Bali Nyonga	20km	Bali	Mezam		A		Developed	Private		
11	Presbyterian church center	Bamenda	In town	Bamenda	Mezam		A		Developed	Private		
12	Baptist mission Nkwen	Nkwen	In town	Bamenda	Mezam		A		Dev.	Private		
13	Snake research center	Bafut	16km	Bafut	Mezam		A			Private		
14	Salt springs	Sabga	22km	Tubah	Mezam		A					
15	Pastoral center	Mile 1	4km	Bamenda	Mezam		A	Pilgrimage	Dev.	Private	19	

											98	
16	Bamenda town	Bamenda	-	Bamenda	Mezam	Beautiful and attractive	A	Business	Dev.			
17	Saboga botanic gardens	Bafut	13	Bafut	Mezam	Beautiful flowers, animals, antiquities	A	Research	Dev.	Private	1997	
18	Bamenda prescraft shop	Commercial avenue	-	Bamenda	Mezam	Crafts, arts shop	A	Purchase of souvenirs	Dev.	Private		
19	Neba Albert foundation	Bafut	13km	Bafut	Mezam		A		Dev.	Private		
20	Bamenda main market	Commercial avenue		Bamenda	Mezam		A	Business	Dev.	State		
21	Bamenda handicraft	Station	Bamenda	Mezam	Arts & crafts		A	Purchase of	Dev.	Private		
Source: Regional Delegation of Tourism and leisure North West region, 2013												

Appendix II

Lodging establishments in the North West region up to 31/12/2013

1. MEZAM DIVISION

N ^o	NAME OF ESTABLISHMENT	LOCATION	CATEGORY	NOMBER OF ROOMS	NOMBER OF BEDS	TELEPHONE NUMBER	ADDRESS	OBSERVATIONS

1	AYABA	BAME NDA	***	100	100	3336135 6	BP 515 BAME NDA	
2	MONDIAL HOTEL	BAME NDA	***	39	40	3336183 2	BP 9 BAME NDA	
3	PENN PAN PACIFIC	BAME NDA	***	40	40			
4	AZAM HOTEL	BAME NDA	***	77	77			
5	JEPS HOTEL	BAME NDA	**	22	22			
6	HOTEL LE BIEN	BAME NDA	*	26	29	3336120 6	BP 290 BAME NDA	
7	HOLIDAY HOTEL	BAME NDA	*	30	60	3336138 2	BP 12 BAME NDA	
8	INTERNAT IONAL HOTEL	BAME NDA	*	61	68	9544250	BP 124 BAME NDA	
9	UNITY HOTEL	BAME NDA	*	24	24	7794860 0	BP 636 BAME NDA	
10	WISDOM GARDEN	BAME NDA	*	12	12	3336289 7	BP 222 BAME NDA	
11	ABONGW A'S PALACE	BAME NDA	*	10	10	7533325 6	BP 5088 BAME NDA	
12	CLIFTON HOTEL	BAME NDA	*	22	22			
13	DEF MOTEL	BAME NDA	*	18	18	3336374 8		
14	HOTEL RESSORT 84	BAME NDA	*	26	26			
15	MOITSA HOTEL	BAME NDA	*	24	24	3336325 6	BP513 6 BAME NDA	
16	KINTO HOTEL	BAME NDA	*	19	19	7762029 0	BP 493 BAME NDA	
17	ROCHER'S PALACE	BAME NDA	*	10	10			

18	JAMIA MOTEL	BAMBU	*	20	20	75206728		
19	KANGLE PLAZA HOTEL	BAMENDA	*	17	17	77744753		
20	DOMINION HOTEL	BAMENDA	*	22	22	77783673	BP 9 BAMENDA	
21	BAMENDA GUEST HOME	BAMENDA	GI	15	15	77323601	BP 239 BAMENDA	
22	NEW CITY HOTEL	BAMENDA	GI	10	10	77318423	BP 27 BAMENDA	
23	DONGA PALACE HOTEL	BAMENDA	GII	13	13	77847706	BP 122 BAMENDA	
24	PELICAN HOTEL	BAMENDA	GII	20	21	33363793	BP 795 BAMENDA	
25	GREEN HILL GUEST HOME	BAMENDA	GII	9	9	77836753		
26	JOLEMA GUEST HOME	BAMENDA	GII	12	12	77412425		
27	GOLDEN FLEECE HOTEL	BAMENDA	GII	14	14	33361956		
28	GREEN WOOD HOTEL	BAMENDA	GII	10	10			
29	K. TOWN PALACE	BAMENDA	GII	12	12			
30	CITY BEACH HOTEL	BAMENDA	NC	17	17			
31	MARSHU MOTEL	BAMENDA	NC	11	11			
32	MANSFIELD PLAZA HOTEL	BAMENDA	NC	16	16			
33	HONESTY INN	BAMENDA	NC	12	12			
34	HERITAGE BALI	BALI	NC	12	12	77316849		

35	CRISTAL HOTEL	BAME NDA	NC	22	22	77622475		
36	CENTRAL PARK	BALI	NC	10	10			
37	SABOGA BOTANIC GERDEN	BAFUT	NC	6	6			
38	PLANET HOTEL	BAME NDA	NC	12	12	77650252	BP 432 BAME NDA	
39	JUA HOTEL	BAME NDA	NC	41	41			
40	SENATOR CITY	BAME NDA	NC	18	18			
41	FABULOUS HOTEL	BAME NDA	NC	31	31			
42	AVENUE STOP	BAME NDA	NC	31	31			
	TOTAL			993	1005			

Source: Regional Delegation of Tourism and leisure North West region, 2013

2. BUI DIVISION

N ^o	NAME OF ESTABLISHMENT	LOCATION	CATEGORY	NOMBER OF ROOMS	NOMBER OF BEDS	TELEPHONE NUMBER	ADDRESS	OBSERVATIONS
1	FOMO 92	KUMBO	*	14	14	33361616	BP 45 KUMBO	
2	TOURIST HOME HOTEL	KUMBO	*B	25	34	33481765	BP 33 KUMBO	
3	MERRYLAND HOTEL	KUMBO	GI	18	24	33481077	BP 89 KUMBO	
4	CENTRAL INN	KUMBO	GI	18	23	7754120	BP 47 KUMBO	

5	TRAVERS LODGE	KUMBO	GII	12	12	3341480	BP 92 KUMBO	
6	BARNIS INN	KUMBO	GII	10	13	99913644	BP 39 KUMBO	
7	NYLON LODGE	KUMBO	GII	9	9			
8	HUNTERS MARKET	JAKIRI	GII	6	6			
9	TRANSFRIQUE HOTEL	JAKIRI	GII	10	10			
10	PARK PALACE	KUMBO	GII	10	10			
	TOTAL			132	158			

Source: Regional Delegation of Tourism and leisure North West region, 2023

3. DONGA-MANTUNG DIVISION

N ^o	NAME OF ESTABLISHMENT	LOCATION	CATEGORY	NOMBER OF ROOMS	NOMBER OF BEDS	TELEPHONE NUMBER	ADDRESS	OBSERVATIONS
1	JOMER INN	NKAMBE	NC	10	10	77812082		
2	CENTRAL HOTEL	NKAMBE	NC	24	24	33361426		
3	MILLENNIUM STAR	NKAMBE	NC	25	25			
4	TOTAL			59	59			

Source: Regional Delegation of Tourism and leisure North West region, 2023

4. MENCHUM DIVISION

N °	NAME OF ESTABLISHMENT	LOCATION	CATEGORY	NOMBER OF ROOMS	NOMBER OF BEDS	TELEPHONE NUMBER	ADDRESS	OBSERVATIONS
1	MORNING STAR	WUM	GII	18	18	33362634	BP 37 WUM	
2	LAKE NYOS CITY INN	WUM	NC	12	12	77852291	BP 43 WUM	
3	GREENWOOD MOTEL	WUM	NC	14	14	77752115		
4	MENCHUM FALLS	BEFABG	NC	9	9			
	TOTAL			53	53			

Source: Regional Delegation of Tourism and leisure North West region, 2023

5. BOYO DIVISION

N °	NAME OF ESTABLISHMENT	LOCATION	CATEGORY	NOMBER OF ROOMS	NOMBER OF BEDS	TELEPHONE NUMBER	ADDRESS	OBSERVATIONS
1	MILLENNIUM SUMMER	FUNDONG	*	13	13	77770340 77839584	BP 20 FUNDONG	
2	DIVINE LODGE	FUNDONG	NC	12	12	77918560 77753956	BP 5 FUNDONG	
3	TRADITIONAL	FUNDONG	NC	7	7			

	COMMON LODGING							
4	MIDWAY COMPLEX	NJINIKOM	NC	4	4			
	TOTAL			36	36			

Source: Regional Delegation of Tourism and leisure North West region, 2023

6. MOMO DIVISION

N^o	NAME OF ESTABLISHMENT	LOCATION	CATEGORY	NOMBER OF ROOMS	NOMBER OF BEDS	TELEPHONE NUMBER	ADDRESS	OBSERVATIONS
1	CENTRAL TOURISM HOTEL	BATIBO	NC	23	23			
2	ABBI FALL INN	MBEN GWI	NC	8	8	7766084 9 7791408 7	BP 9 MBEN GWI	
3	ARENA HOTEL	BATIBO	NC	13	13			
	TOTAL			44	44			

Source: Regional Delegation of Tourism and leisure North West region, 2023

7. NGOKETUNJIA DIVISION

N^o	NAME OF ESTABLISHMENT	LOCATION	CATEGORY	NOMBER OF ROOMS	NOMBER OF BEDS	TELEPHONE NUMBER	ADDRESS	OBSERVATIONS
1	GREEN VALLEY RESORT	NDOP	*	17	17	3336340 0		
2	PLAIN HOTEL	NDOP	GII	8	8			

3	NDOP GUEST HOME	NDOP	GII	6	6			
4	KING'S HERITAGE	NDOP	NC	24	24	7761526 0	BP 19 NDOP	
5	ATLANTA COMPLEX	NDOP	NC	14	14			
6	CITY CROWN MOTEL	NDOP	NC	13	13	7707237 0		
	TOTAL			82	82			
	GRAND TOTAL			1399	1434			

Source: Regional Delegation of Tourism and leisure North West region, 2023

SEVENTY TWO (72) HOTELS FOR ONE THOUSAND THREE HUNDRED AND EIGHTY-NINE ROOMS

NGOKETUNJIA DIVISION-NATURAL SITES

N ^o	Name of site	Location	Dist. From bamenda	Sub-division	Description	Accessibility	Type of tourism	Developed or not	Promoter	The year of dev.	Observation
1	Bambalang lake	Bambalang	65km	Ndop	Huge lake like	A	Beach nautic	ND	State		Recommended for

					an island with waves		al sports				Develo pment
2	Rock Mama ngieh	Bafan ji	65k m	Balik umbat			Cultu ral				
3	Ngok etunji a hill	Ndop	43k m	Ndop		A	Trekk ing				
4	Ndop plain	Ndop	43k m	Ndop		A	Trekk ing, eco-touris m, cultur al, safari				
5	Ngo-Mbi	Ndop	43k m	Ndop		A	Trekk ing				
6	Balik umbat platea u	Balik umbat	60k m	Balik umbat			Trekk ing, ecoto urism , cultur al				

Source: Regional Delegation of Tourism and leisure North West region, 2023

NGOKETUNJIA DIVISION-ARTIFICIAL SITES

N^o	NAM E OF SITE	LOCA TION	Dist. Fro m Bam enda	Sub- divisi on	Descr iption	Access ibility	Typ e of tour ism	Devel oped or not	Pro mote r	T he ye ar of de v.	Obse rv.
1	Babu ngo palace & muse um	Babun go	49k m	Babes si	Cultur al herita ge, sculpt ures, masks	VA	Cult ural touri sm	Devel oped	Priva te		
2	Bafan ji Fon's palace	Bafanji village	67k m	Balik umbat	Tradit ional & moder n archit ecture	A	Cult ural touri sm	ND	Priva te		
3	Babes si Fon's palace	Babessi village	60k m	Babes si	Tradit ional & moder n archit ecture	A	Cult ural touri sm		Priva te		
4	Bamb alang Fon's palace	Bambalang village	65k m	Balik umbat	Tradit ional & moder n archit ecture	A	Cult ural touri sm		Priva te		

5	Balik umbat palace	Baliku mbat village	60k m	Balik umbat	Tradit ional & moder n archit ecture	A	Cult ural touri sm		Priva te		
6	Bame ssing Fish statio n	Nsei village	40k m	Ndop		A	Aqu atic		Priva te		
7	Presp ot Nsei	Nsei village	40k m	Ndop	Clay potter y, ceram ics, produ ction	A	Purc hase of sou venirs		Priva te		
8	Bame ssing co- operat ive handi craft	Bames sing village	43k m	Ndop	Handi crafts, masks , potter y		Purc hase of sou venirs		Priva te		Shoul d be encou raged
9	UNV D A Ndop	Ndop	43k m	Ndop	Rice factor y and farms	A					

10	Ndop rice plantation	Ndop plain	45km	Ndop	Ngoketunja	A	Agrotourism	Dev.	Private		
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Source: Regional Delegation of Tourism and leisure North West region, 2023

MOMO DIVISION –NAURAL SITES

N ^o	Name of site	Location	Dist. From bamenda	Sub-division	Description	Accessibility	Type of tourism	Developed or not	Promoter	The year of dev.	Observation
1	Abbi falls	Mbenngwi	27km	Mbenngwi	Rapid falls	A	Ecotourism	ND			Recommended for development
2	Oshum water falls	Batibo	49km	Batibo	Rapid falls	A		ND			
3	Eka water falls	Batibo	48km	Batibo	Fast falls	N.A					
4	Womenga cave & water fall	Guza ng	50km	Batibo	Beautiful falls over a cave	N.A	Eco-tourism	Partly developed	State		Needs further development and access road
5	Bassa	Njikwa	104km	Njikwa		N.A	Ecotourism	ND			

	water fall										
6	Dudum water fall	Mbe ngwi	28km	Mba ngwi	Very heavy during the rainy season	N.A	Ecotourism	ND			
7	Gunku cave	Guneku	32km	Mbe ngwi	Close to 4m ² inside	NA	Ecotourism	ND			Needs an access road
8	Amam water fall	Ewoh village	62km	Batibo	Very heavy falls during the rainy season	N.A	Ecotourism	ND	State		

Source: Regional Delegation of Tourism and leisure North West region, 2023

MOMO DIVISION –ARTIFICIAL SITES

No.	Name of site	Location	Dist. From bamenda	Subdivision	Description	Accessibility	Type of tourism	Developed or not	Promoter	The year of dev.	Observation
1	Gunku palace	Gunku village	30km	Mbe ngwi	Traditional & modern architecture	A	Cultural tourism		private		

2	Guza ng Fon's palac e	Guza ng	49k m	Batib o	Traditi onal & moder n archite cture	A	Cultur al touris m		Priva te		
3	Oshie palac e	Oshi e	63k m	Njik wa	Traditi onal & moder n archite cture	Poor accessi bility	Cultur al touris m		Priva te		
4	Zang Tabi palac e & Hill	Zang Tabi	50k m	Mbe ngwi	Traditi onal & moder n archite cture	Poor accessi bility	Cultur al touris m		priva te		
5	Mona stery	Mbe ngwi	26k m	Mbe ngwi	A religio us sites with agro- pastor al activiti es and lodgin g faciliti es	A	Pilgri mage, health , agro- touris m	Devel oped	priva te		

Source: Regional Delegation of Tourism and leisure North West region, 2023

MENCHUM DIVISION – NATURAL SITES

N^o	Name of site	Location	Dist. From bamenda	Sub-division	Description	Accessibility	Type of tourism	Developed or not	Promoter	The year of dev.	Observation
1	Menchum falls	Befang	80km	Menchum valley	Rapid, heavy & attractive falls	Poorly accessible	Ecotourism	Poorly developed	State	2000	Recommended for further development
2	Lake Nyos	Nyos village	182km	Fungom	Crater lake	Very poor accessibility	Research ecotourism	ND			Development necessary
3	Lake Illum	Befang	82km	Menchum valley	Crater lake	NA	Ecotourism				
4	Lake wum	Wum town	86km	Wum central	Crater lake	A	Ecotourism	Partly developed	State	2002	
5	Kimbi game reserve	Kimbi village	182km	Bum	Wild life protected species	A	Safari photo & game	Dev.	State		
6	Lake Aguil	Aguil	78km	Fungom		NA	Ecotourism				
7	Benkum lake	Benkum	86km	Menchum							

				valley							
8	Lake Kuk	Kuk	85 km	Funjom		NA	Ecotourism	ND			

Source: Regional Delegation of Tourism and leisure North West region, 2013

MENCHUM DIVISION – ARTIFICIAL SITES

N ^o	Name of site	Location	Dist. From bame nda	Sub-division	Description	Accessibility	Type of tourism	Developed or not	Promoter	The year of dev.	Observation
1	Aghem Fons' palace		85km	Wum central	Traditional & modern architecture	Accessible	Cultural tourism		Private		

Source: Regional Delegation of Tourism and leisure North West region, 2023

BOYO DIVISION – NATURAL SITES

N ^o	Name of site	Location	Dist. From bam enda	Sub-division	Description	Accessibility	Type of tourism	Developed or not	Promoter	The year of dev.	Observation
1	Mbi crater cave & ga	Ndawara	78km	Belo		Very poor accessibility	Safari	Dev.	State		

	me rese rve										
2	Mb ins Hill	Baf men	81km	Fung om		NA	Trekk ing	ND			
3	Bo yo Hill	Njini kom	50km	Njini kom		A	Trekk ing	ND			
4	Eji m For est rese rve	Belo	45km	Belo		A	Ecoto urism	Dev.	Local comm unity		
5	Ab u fore st	Njini kom	50km	Njini kom		A	Ecoto urism		Local comm unity		
6	An ya jua wat er fall	Any a jua	45km	Njini kom							

Source: Regional Delegation of Tourism and leisure North West region, 2023

BOYO DIVISION – ARTIFICIAL SITES

N o	Na me of site	Loca tion	Dist. Fro m bam enda	Sub - divi sion	Descr iption	Access ibility	Type of touris m	Devel oped or not	Pro mote r	Th e yea r of dev .	Obser vation
1	Laik om palac e (Afo a-	Laik om Fund ong	79k m	Fun don	Traditi onal & moder n archite cture	Poorly accessi ble	Cultu ral touris m	Dev.	Priva te		

	Kom)										
2	Bafmen palace	Bafmen	81km	Fun gom	Traditi onal & moder n archite cture	Poorly accessi ble	Cultu ral touris m	Fairly Dev.	Priva te		
3	Bum palace	Bum		Bu m	Traditi onal & moder n archite cture	Poorly accessi ble	Cultu ral touris m	Fairly Dev.	Priva te		
4	Ndwara Tea Plantation	Ndara wara	64km	Belo	Vast beautif ul tea plantat ion & factor y with horses & caves	A	A	Agro touris m a safari	Dev.	Pri vat e	
5	Bing o Cliff Top Trek	Mbi ngo	40km	Belo	Boyo		Acces sible	Trekk ing	Partl y devel oped	NG O	Further develo pment on the way
6	Ndong Aweh Hill trek	Mbi ngo	40km	Belo		A	Trekk ing	Partly devel oped	NGO		Further develo pment on the way

Source: Regional Delegation of Tourism and leisure North West region, 2023

BUI DIVISION – NATURAL SITES

N ^o	Name of site	Location	Dist. From bamenda	Sub - division	Description	Accessibility	Type of tourism	Developed or not	Promoter	The year of dev.	Observation
1	Kilum mountain forest project	Kilum	102km	Oku	Rich fauna, unique vegetation, varied bird species	A	Ecotourism, trekking, safari photos	Dev.	State		More preservation to be encourage
2	Lake Oku	Oku	144km	Oku	Crater lake on a hill	NA	Ecotourism, safari	Not developed			
3	Mbiame community forest	Mbiame	146km	Mbivem		Virgin forest	A	Ecotourism	Dev.	Local community	
4	Mbanso plains	Mbanso	160km	Mbivem	Vast plains	A	Agrotourism				

Source: Regional Delegation of Tourism and leisure North West region, 2023

BUI DIVISION – ARTIFICIAL SITES

N ^o	Name of site	Location	Dist. From bamenda	Sub - division	Description	Accessibility	Type of tourism	Developed or not	Promoter	The year of dev.	Observation
1	Nso palace	Kumbo	108km	Kumbo	Traditional modern architecture	VA	Cultural tourism	Dev.	Private		
2	Nkar palace	Nkar	100km	Jakiri	Traditional modern architecture	A	Cultural	Fairly developed	Private		
3	Oku Honey handi craft shop	Oku	139km	Oku		A		Dev.	Private	Local community	
4	Oku Fon's palace	Oku	139km	Oku	Traditional modern architecture	A	Cultural	Fairly developed	Private		
5	Kumbo cathedral	Kumbo	108km	Kumbo		A	Religious	Dev.	Private		
6	Jakiri cathedral	Jakiri	93km	Jakiri		A	Religious	Dev.	Private		
7	Oku cultural & tourist center	Oku	139km	Oku	Crafts, varvings & masks	A	Cultural	Partly dev.	Private		Should be encouraged
8	Oku paper	Oku	139km	Oku		A		Dev.	Private		

	industry										
9	Shisong Hospital	Shisong	109km	Kumbo	Very modern structures & equipments	A	Health	Dev.	Private		
10	Banso Baptist Hospital	Kumbo	108km	Kumbo	Very modern structures & equipments	A	Health		Private		
11	Mbiame Fon's palace	Mbiame	146km	Mbivem	Traditional modern architecture	A	Cultural		private		

Source: Regional Delegation of Tourism and leisure North West region, 2023

DONGA/MANTUNG DIVISION – NATURAL SITES

N ^o	Name of site	Location	Dist. From bamenda	Sub - division	Description	Accessibility	Type of tourism	Developed or not	Promoter	The year of dev.	Observation
1	Romrock	Nwa	185km	Nwa		A	Trekking				
2	Lake Oko	Oko	181km	Nwa		Not accessible					
3	Kweotho	Nkambe	181km	Nkambe		NA					

	mbo cave										
4	Iron Ore	Kwa	183k m	Nwa		NA					
5	Mba w Plains	Nka mbe	185k m	Nka mbe		A	Agro touri sm				
6	Binka lands capes	Mbot	160k m	Ndu	Undul ating Hills with tors	A	Trek king				
7	Mbot lands capes	Mbot	160k m	Ndu	Undul ating hills and valleys	A	Trek king				

Source: Regional Delegation of Tourism and leisure North West region, 2023

DONGA/MANTUNG DIVISION – ARTIFICIAL SITES

N ^o	Name of site	Location	Dist. From bame nda	Sub-division	Description	Accessibility	Type of tourism	Developed or not	Promoter	The year of dev.	Observation
1	Ndu Tea Factory	Ndu	140km	Ndu	Vast beautiful plantation	A	Agro tourism	Dev.	Private		
2	Ndu palace	Ndu	140km	Ndu	Traditional moder	A	Cultural	Fairly developed	Private		

					n archite cture						
3	Nka mbe pala ce	Nka mbe	184k m	Nka mbe	Traditi onal moder n archite cture	A	Cult ural	Fairly devel oped	Privat e		
4	Bink a pala ce	Bink a	180k m	Nka mbe	Undula ting Hills with tors	A	Cult ural	Fairly devel oped	Privat e		
5	Mbo t pala ce	Mbot	160k m	Ndu	Undula ting hills and valleys	A	Cult ural	Fairly devel oped	Privat e		

Source: Regional Delegation of Tourism and leisure North West region, 2023

NB: Like the previous year, it had not been possible for us to give the exact distances from the nearest sub-division, so the distances are still from the regional headquarter Bamenda.

- A = Accessible
- VA = Very Accessible
- NA = Not Accessible
- Dev = Developed
- ND= Not developed

APPENDIX III :

LAWS GOVERNING TOURISM ACTIVITIES IN CAMEROON

A lodging establishment which shall be a commercial center with furnished rooms and apartments for rent, either to a client in transit or one who intends to stay for a longer period of a week or a month but for whom, except for exceptional cases, does not rent it permanently.

1. A catering establishment shall be a commercial establishment whose characteristic shall be the sale of food, drinks and the promotion of Cameroonian dishes. It shall either be autonomous or attached to the hotel. This complies with the services of our center.
2. A leisure establishment shall be a commercial structure which provides music, attractions and diverse recreational activities. It may sell light refreshment and drinks. It shall either be independent or attached to the hotel.
3. The sale of transportation titles, booking of places on public transport facilities, hiring of vehicles, facilitating luggage transportation.
4. Organization of voyages or cruises for individuals or groups.
5. Organization of guided or unguided excursions or visits in tourist, sites, monuments, mesenms and others.
6. Provision of information to tourists about their journey, transportation and their stay in Cameroon.
7. Getting insurance for the tourists and their luggage.

In addition, the law still stipulates that for such above mention activities such as our center to be operational, the following formalities must be fulfilled by the promoter of the establishment in the copies, the photocopies and an original file.

8. The promoter must present a stamped application on the current rate.
9. A certified true copy of the National Identity Card or a valid residence permit or the status, for corporate bodies.
10. The exact indication of the location of the site of the future establishment, the indication of the envisaged category (number of stars, or range) and it feasible, the name of the enterprise.

11. A true attestation of land titled of the land on which the establishment will be constructed including the registration number of the land title.
12. Complete plan of the construction site signed by an approved architect of the National Order of Architect in Cameroon.
13. An urban development certificate.
14. A description and financial estimate of the construction made by the architect.
15. A certified true copy of the building permit.

These documents mentioned above shall be deposited at the Regional Delegation of Tourism of the region while an acknowledgement receipt will be granted to the applicant.

As regard opening of a tourist establishment, the same law equally stipulates that such opening must be authorized by a decision of the minister in charge of tourism and leisure.

In the same vein, N°96/12 of 5th August 1996, relative to environmental management, paragraph 34: Article 1, states that, the administration in charge of lands may be upon request, grant authorization to occupy public land and any such occupation shall be done as from 50m².

Article 2 of the same law states that, only light and dismountable plants excluding construction in sophisticated concrete for housing shall be authorized to occupy the public marine and rivers on a private and temporary base.

In regard to land property, law N°81/13 of 27/11/1981 in article 4 stipulates that the fauna, flora, fluvial and Marine domain belongs to the state and decree N° 23/170 of 12/04/1983 adds that such sites are only accessible for scientific research and tourism activities with authorization delivered by the minister incharge of tourism and leisure.⁶⁵

⁶⁵ Law N° 98/006 of 14th April 1998, page 6.

APPENDIX IV

LAW ON TRANSFER OF COMPETENCE TO RURAL COUNCIL

REPUBLIQUE DU CAMEROUN

Paix - Travail - Patrie

DECRET N° 2011/0005/PM DU 13 JAN. 2011

fixant les modalités d'exercice de certaines compétences transférées par l'Etat aux Communes en matière de mise en valeur des sites touristiques communaux.-

LE PREMIER MINISTRE, CHEF DU GOUVERNEMENT,

- Vu** la Constitution ;
- Vu** la loi n° 98/006 du 24 avril 1998 relative à l'activité touristique ;
- Vu** la loi n° 2004/017 du 22 juillet 2004 d'orientation de la décentralisation ;
- Vu** la loi n° 2004/018 du 22 juillet 2004 fixant les règles applicables aux communes ;
- Vu** la loi n° 2009/011 du 10 juillet 2009 portant régime financier des collectivités territoriales décentralisées ;
- Vu** la loi n° 2010/015 du 21 décembre 2010 portant loi de finances de la République du Cameroun pour l'exercice 2011 ;
- Vu** le décret n° 92/089 du 04 mai 1992 précisant les attributions du Premier Ministre, modifié et complété par le décret n° 95/145-bis du 04 août 1995 ;
- Vu** le décret n° 99/443/PM du 25 mars 1999 fixant les modalités d'application de la loi n° 98/006 du 14 avril 1998 relative à l'activité touristique ;
- Vu** le décret n° 2004/320 du 08 décembre 2004 portant organisation du Gouvernement, modifié et complété par le décret n° 2007/268 du 07 septembre 2007 ;
- Vu** le décret n° 2005/450 du 09 novembre 2005 portant organisation du Ministère du tourisme ;
- Vu** le décret n° 2008/013 du 17 janvier 2008 portant organisation et fonctionnement du Conseil National de la Décentralisation ;
- Vu** le décret n° 2008/014 du 17 janvier 2008 portant organisation et fonctionnement du Comité Interministériel des Services Locaux ;
- Vu** le décret n° 2009/222 du 30 juin 2009 portant nomination d'un Premier Ministre, Chef du Gouvernement,

DECRETE :

CHAPITRE I

DISPOSITIONS GENERALES

ARTICLE 1^{er}.- Le présent décret fixe les modalités suivant lesquelles les Communes exercent, à compter de l'exercice budgétaire 2011, les compétences ci-après transférées par l'Etat en matière de mise en valeur des sites touristiques communaux :

- l'aménagement des sites touristiques d'intérêt local ;
- l'exploitation des sites touristiques d'intérêt local.

ARTICLE 2.- Est considéré comme sites touristiques communaux, ceux classés d'intérêt local, à savoir tout paysage naturel ou tout élément artificiel du patrimoine national présentant une valeur universelle exceptionnelle du point de vue culturel, esthétique, historique, scientifique, légendaire, artistique, et qui est exploité et préservé pour l'intérêt du tourisme dans le ressort d'une commune.

ARTICLE 3.- Les Communes exercent les compétences transférées en matière de mise en valeur des sites touristiques communaux, sans préjudice des prérogatives et responsabilités ci-après reconnues à l'Etat :

- l'élaboration et la mise en œuvre de la politique nationale en matière de promotion du tourisme ;
- la mise en valeur des sites touristiques d'intérêt national et régional ;
- la détermination des conditions et des modalités techniques d'aménagement et d'exploitation des sites touristiques d'intérêt local ;
- la définition et le contrôle des normes de mise en valeur des sites touristiques communaux.

ARTICLE 4.- (1) Les compétences transférées par l'Etat en matière d'aménagement et d'exploitation des sites touristiques d'intérêt local, sont exercées par les Communes dans le strict respect des dispositions légales et réglementaires en vigueur.

(2) L'exécution des dépenses y relatives obéit aux dispositions du Code des Marchés Publics.

CHAPITRE II

DE L'AMENAGEMENT DES SITES TOURISTIQUES D'INTERET LOCAL

ARTICLE 5.- L'aménagement des sites touristiques d'intérêt local, concerne les activités ci-après :

- l'inventaire des ressources qui rendent attractifs lesdits sites ;
- la délimitation et la sécurisation desdits sites ;
- la réalisation des voies d'accès, des pistes de vision et de randonnées auxdits sites ;
- la réalisation des infrastructures de base dans lesdits sites ;
- la fourniture et l'installation des équipements de base ;
- la signalisation interne ;
- la viabilisation desdits sites par la réalisation des infrastructures et l'acquisition des équipements destinés à l'accueil et à l'hébergement des visiteurs.

CHAPITRE III

DE L'EXPLOITATION DES SITES TOURISTIQUES D'INTERÊT LOCAL

ARTICLE 6.- L'exploitation des sites touristiques d'intérêt local concerne les activités ci-après :

- la promotion des sites touristiques d'intérêt local ;
- la gestion durable desdits sites ;
- l'attraction, l'accueil et l'encadrement des visiteurs ;
- la création des meilleures conditions de séjour ;
- la préservation de l'authenticité et des caractéristiques naturelles ;
- l'implication, la formation et l'encadrement des populations riveraines ;
- la mise en place d'un système de gestion des déchets et un plan de gestion environnementale ;
- la collecte des données statistiques relatives à l'activité touristique dans lesdits sites ;
- la création des circuits touristiques
- la prise de toutes mesures nécessaires à la sécurité, l'hygiène et la salubrité publiques dans l'enceinte et autour desdits sites.

ARTICLE 7 .- (1) Dans le cadre de l'aménagement des sites touristiques, la Commune recrute et met à leur disposition, en tant que de besoin, le personnel d'appoint.

(2) Le personnel d'appoint est constitué de l'ensemble des personnels chargés de l'exécution des tâches courantes.

(3) La commune prend en charge les salaires dudit personnel.

CHAPITRE IV

DU TRANSFERT DES RESSOURCES

ARTICLE 8.- Le transfert par l'Etat des compétences en matière de mise en valeur des sites touristiques communaux, s'accompagne du transfert concomitant des ressources nécessaires à leur exercice normal par les Communes.

ARTICLE 9.- La loi de finances de l'Etat prévoit chaque année les ressources nécessaires à l'exercice des compétences transférées aux Communes en matière de mise en valeur des sites touristiques communaux.

ARTICLE 10.- Outre les ressources transférées par l'Etat, la commune peut bénéficier de concours provenant des partenaires pour l'exercice des compétences transférées en matière de mise en valeur des sites touristiques communaux.

ARTICLE 11.- (1) Les ressources financières transférées par l'Etat sont exclusivement réservées à l'exercice des compétences correspondantes.

(2) Lesdites ressources sont inscrites au budget de la commune.

(3) Leur gestion obéit aux principes budgétaires et comptables en vigueur.

CHAPITRE V

DISPOSITIONS DIVERSES ET FINALES

ARTICLE 12.- Les conditions et modalités d'exercice des compétences transférées par l'Etat en matière d'aménagement et d'exploitation des sites touristiques d'intérêt local, ainsi que d'utilisation des ressources correspondantes, sont précisées par un cahier de charges arrêté par le Ministre chargé du Tourisme.

ARTICLE 13.- L'Etat assure le suivi, le contrôle et l'évaluation de l'exercice des compétences transférées aux Communes en matière de mise en valeur des sites touristiques communaux.

ARTICLE 14.- (1) La Commune et les services déconcentrés de l'Etat compétents dressent semestriellement un rapport sur l'état de mise en œuvre des compétences transférées en matière de mise en valeur des sites touristiques communaux.

(2) ledit rapport est adressé au Ministre chargé de la décentralisation et au Ministre chargé du Tourisme.

ARTICLE 15.- Les Ministres chargés de la décentralisation, du tourisme, des finances et des investissements publics sont, chacun en ce qui le concerne, chargés de l'application du présent décret qui sera enregistré, publié suivant la procédure d'urgence, puis inséré au Journal Officiel en français et en anglais./-

YAOUNDE, le 13 JAN. 2011

LE PREMIER MINISTRE,
CHEF DU GOUVERNEMENT,



Philemon YANG

APPENDIX V :
RESEARCH QUESTIONNAIRE

The University of Yaounde I
Faculty of Arts, Letters and
Social Sciences
The department of Tourism
And Hotel Management

Université de Yaoundé I
Faculté des Arts, Lettres et
Sciences Humaines
Département de Tourisme et
Hôtellerie

The information collected from you is strictly for academic purpose. It is needed for the realization of an end of course project entitled. "The establishment of a tourism centre in Bamenda, North West Regions" as part of the requirements needed for the award of a professional Masters Degree in Tourism and Hotel Management from the University of Yaounde I.

Section I: (To be answered by all)

1. Identification

1. Your Name
2. Region of origin3. Nationality
3. GenderMale Female
4. Age Group; 10-20 20-30 30-45 , 45-Above
5. Marital Status Single, Married widow/widower
Divorced Free Union
6. Profession a) Student, b) Civil Servant b) Business
d) Private Sector

Knowledge About Tourism

7. Do you know what tourism is all about ?
8. Have you ever visited any tourist site Yes No
where when Were you accompanied by a
guide? How much did you pay?
9. What is your appraisal about the tourism industry in the North West Region?
..... slow Booming
Explain
10. Do you welcome the establishment of a Tourism centre in Bamenda? Yes , No
, Explain reasons.....
11. How do you spend your free time?
a) In a relaxation centre , b) in a bar c) in a Hotel d) at home
others (specify).....
12. Where do your visitors spend their nights (1) with friends

- (2) family members (3) with relations (4) in the hotel
13. How much do you think you can pay for a room per night in Bamenda? (a) below 5000frs (b) Above 5000frs c) 10.000frs
 d) Above 10.000frs e) 15.000frs f) Above 15.000frs
 g) 20.000frs (h) Others.....
14. What leisure activities do you prefer? (a) swimming b) long tennis
 c) table tennis d) basket ball e) watching movies
 f) others specify.....
- 15) Do you eat in restaurants (a) yes No
- 16) If yes How much do you pay for a plate of food in a restaurant in Bamenda? (a) more than 2500frs b) 2000frs 1500frs 1000frs
- 17) How much can you pay for a swimming trip (a) more than 2500 FR 2000 FRS
 c) 1000frs d) 500FRS
- 18) Have you ever visited any tourist site in the NWR before?
 a) Yes b) No.....
- 19) Were you accompanied by a guide? a) Yes b) No
- 20) If you were given an opportunity, would you like to visit some of the tourists' attractions in this region? Yes No
- 21) If you were to carry this adventure, how will you like to be accompanied?
 a) In a group yes
 b) Individually yes
 c) With your family yes
- 22) Where will you want to lodge? (a) Hotel b) with relations
 c) Camping d) other means indicate
- 23) How much can you spend for lodging per night? Check would you be glad if the services of a guide were put at your disposal? A) Yes b) No
- 24) How much do you think you can pay for a guide per day? (a) 5000fr
 b) 7000frs 10.000frs
- 25) How much can you rent a car per day? 10.000frs 15.000frs 20.000frs
 50.000 or more specify.....
- 26) How much are you ready to spend as excursion fee per day?
 a) 2000frs within Bamenda? Out of Bamenda? b) 2500frs
- 27) How much can you rent music per day? a) 10.000 FR 50.000 FRS,
 c) Others

28) Which tourism types are you familiar with?

a) Cultural tourism b) Ecotourism, c) Others indicate.....

29) What impacts do you think this project will create?

Negative positive both

Explain _____

For foreigners

30) Are you familiar with the North West Region?

Yes

No

31) Have you been there? Where and when?

YES

NO

32) When do you take your leave.....

33) How do you spend your leave.....

34) Have you attended any festival in North West Region?

Yes

No

APPENDIX VI
RESEARCH MATERIALS

REPUBLIQUE DU CAMEROUN
Paix – Travail – Patrie

UNIVERSITE DE YAOUNDE I

FACULTE DES ARTS, LETTRES
ET SCIENCES HUMAINES

DEPARTEMENT DE TOURISME
ET D'HOTELLERIE

B.P. 755 Yaoundé



REPUBLIC OF CAMEROON
Peace – Work – Fatherland

THE UNIVERSITY OF YAOUNDE I

FACULTY OF ARTS, LETTERS
AND SOCIAL SCIENCES

DEPARTMENT OF TOURISM
AND HOTEL MANAGEMENT

Yaoundé, le

ATTESTATION DE RECHERCHE

Je soussigné, *Pr. Roger Bernard Onomo Etaba*, Chef de
Département de Tourisme et d'Hôtellerie, atteste que l'étudiant (e),
UFEINGWEI EDISON AKABI Matricule 00F170
inscrit (e) au cycle de **Master Professionnel** Tourisme et Hôtellerie
est autorisé (e) à consulter les personnes ressources, les établissements
touristiques et hôteliers, les musées, les bibliothèques et autres
structures utiles, sous réserve de l'accord des responsables ou des
intéressés, dans le cadre de l'élaboration de son mémoire de fin de
formation.

En foi de quoi la présente attestation lui est délivrée pour servir
et valoir ce que de droit.

Le Chef de Département

Pr. Roger Bernard Onomo Etaba
Maitre de Conférences

APPENDIX VIII

REPUBLIQUE DU CAMEROUN

REGION DU CENTRE

DEPARTEMENT DU MFOUNDI

COMMUNE D'ARRONDISSEMENT
DE YAOUNDE II

SECRETARIAT GENERAL



REPUNLIC OFCAMEROON

CENTER REGION

MFOUNDI DIVISION

YAOUNDE II SUBDIVISIONAL
COUNCIL

GENERAL SECRETARIAT

ATTESTATION DE FIN DE STAGE

Je soussignée, Madame TIBI PENTSO Gisèle, Agissant en qualité de Secrétaire Général de la Commune d'Arrondissement de Yaoundé II, reconnais avoir encadré Monsieur **EDISON AKABI UFEINGWEI**, né le 24 Octobre 1980 à Tinechung, Etudiant à l'Université de Yaoundé I en Master Professionnel II, Option : « Développement et Aménagement Touristiques des Territoires ».

En foi de quoi la présente Attestation lui est délivrée pour servir et valoir ce que de droit. /-

LE SECRETAIRE GENERAL

Mme Bénédicte B. Akon
Gisèle d'ise Tibi Pentso
Diplômée du Cycle I
CEFAM (Buea)

Yaoundé, le 02 NOV 2012

LE MAIRE



Amn
Assamba Luc

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BOOKS

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- **Punia, Bleck Klush**, *Tourism Management-Problem & Prospects*, Delhi, Ashish, 1994
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- Law No 2004/018 of 22 July fixing rules applicable to municipalities and regions

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- Decree No 99/443/PM of 25 March 1999 fixing the modalities of application of law No 98/006 of 14 April 1998
- Decree No 99/112 of 27 may 1999 stipulating the organization and functioning of the National Tourism Council
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ORAL SOURCES

No	Name	Age	Sex	Status	Date	Place
1.	Abongwa Clement	49	Male	Promoter Abongwa Palace Hotel	18/05/13	Bamenda
2.	Adu Joseph Ncho	50	Male	Promoter Hotel Resort 84	18/05/13	Bamenda
3.	Akwagoh Vance	44	Male	Promoter Senator Hotel	25/05/13	Bamenda
4.	Ambe Franklin	35	Male	Manager Saddle Hill Ranch and Resort	27/07/13	Bafut
5.	Angu Moses	52	Male	Promoter Kinto Hotel	18/05/13	Bamenda
6.	Angwabu Emmanuel	54	Male	Promoter Dominion Hotel	18/05/13	Bamenda
7.	Awah Samson	48	Male	Manager, Tourism Agency	25/05/13	Bamenda
8.	Awangya Zacharia	52	Male	Promoter Azam Hotel	18/05/13	Bamenda
9.	Awasum Helen	49	Female	Promoter New City Hotel	25/05/13	Bamenda
10.	Bedoume Florence	49	Female	Promoter GreenWood Hotel	25/05/13	Bamenda
11.	Charmfor Blaise	49	Male	Promoter Abbi Falls Inn	7/06/13	Mbengwi
12.	Chembo Thompson	57	Male	Promoter City Beach Hotel	25/05/13	Bamenda
13.	Cho Julius	50	Male	Taxi Driver	25/05/13	Bamenda
14.	Fokwen Rochers	44	Male	Promoter Rocher`s Palace Hotel	18/05/13	Bamenda
15.	Funwi Oscar	62	Male	Promoter Pelican Hotel	25/05/13	Bamenda
16.	Jepter Pase	41	Male	Promoter Pep`s Hotel	18/05/13	Bamenda
17.	Joseph Ntungwen	60	Male	Promoter Mansfield Hotel	25/05/13	Bamenda
18.	Lonsti Samuel	73	Male	Promoter Hotel Le bien	18/05/13	Bamenda
19.	Miafo Jacqueline	46	Female	Promoter Cliton Hotel	18/05/13	Bamenda

20.	Muluh P. George	43	Male	Promoter Pen. Pan Pacific Hotel	18/05/13	Bamenda
21.	Ndongla Simon	50	Male	Promoter Central Park Hotel	18/05/13	Bamenda
22.	Ngang Cletus	71	Male	Promoter Holiday Hotel	18/05/13	Bamenda
23.	Nji Valentine	47	Male	Promoter Avenue Stop Hotel	25/05/13	Bamenda
24.	Nkemta Mboungho	57	Male	Promoter Fabulous Hotel	23/05/13	Bamenda
25.	Nkwenti Edison	45	Male	Promoter Dreamland Restaurant	25/05/13	Bamenda
26.	Nolekouo Jacob	56	Male	Promoter Jamia Motel	18/05/13	Bamenda
27.	Noumi Emile	53	Male	Promoter Mawa Hotel	28/07/13	Bambui
28.	Nsanji Tambi	49	Male	Kangie Plaza Hotel	25/05/13	Bamenda
29.	Nwa Micheal	47	Male	SABOGA	28/07/13	Bafut
30.	Paulinus Toh	53	Male	Promoter Jua Hotel	18/05/13	Bamenda
31.	Pen Walters	36	Male	Manager Bonanjo Snack-Bar	25/05/13	Bamenda
32.	Puwo Jonas	40	Male	Manager International Hotel	18/05/13	Bamenda
33.	Takoussi Michael	56	Male	Bamenda Quest Home	25/05/13	Bamenda
34.	Tala Mary	48	Female	Promoter Golden Fleece	25/05/13	Bamenda
35.	Tala Ndi David	58	Male	Promoter Donga Palace Hotel	25/05/13	Bamenda
36.	Tangem Robinson	48	Male	Promoter Heritage Hotel	25/05/13	Bamenda
37.	Tchuonko Emile	34	Male	Police Officer	25/05/13	Bamenda
38.	Toh Anna	56	Female	Jolema Guest Home	25/05/13	Bamenda
39.	Tsayem Moise	47	Male	Promoter Moitsa Hotel	18/05/13	Bamenda
40.	Tsoken Mathias	51	Male	Promoter Christal Hotel	25/05/13	Bamenda