

# REPUBLIC OF CAMEROON

MINISTRY OF TERRITORIAL ADMINISTRATION AND DECENTRALIZATION

NORTH-WEST REGION

MEZAM DIVISION

BALI SUB DIVISION

**BALI COUNCIL**



## STRATEGIC PLAN (2009 –2014)

June 2009



International Labour Office



Bureau international du Travail

---

**Elaborated by the working group composed of:** Mr Doh Francis Ndango, 3<sup>rd</sup> deputy mayor – Mr Fonmundey Ngu Jacob, 4<sup>th</sup> deputy mayor – Mrs Adamu Martina Shimboh Talla – His Majesty, Dr Doh Ganyonga III, paramount Fon of Bali – Mr Ardo Jibbo Bongiri – Mrs Helen Fotung – Mr Nwana Livinus Doh – Mr Nyamsenkwen Christopher – Mr Yanu Caleb – Mr Buba Madaki – Mrs Bigoga Cecilia Kah – Mr John Ndansi Fomuso – Mr Ajong Ndoh Sylvanus – Mrs Lucy Amundam – Mr Gwanfogbe Rudof Govala.

**Facilitator**

INADES FORMATION Bamenda, Consultant

**Financial and technical support**

Sub Regional Office ILO Central Africa

Project N°: CMR/06/50NET – NICP Cameroon

Poverty reduction in communities vulnerable to child trafficking through the promotion of decent work in Cameroon

**For further information, please kindly contact:**

At the Bali Council

Mr. GWANYALLA Raymond

Mayor

P.O.Box 156 Bali, Cameroon

Phone: (237) 99.91.10.56

Email : [rdgwanyalla@yahoo.co.uk](mailto:rdgwanyalla@yahoo.co.uk)

At the ILO NICP/Cameroon

Mr. El Housseynou LY

Chief Technical Adviser - NICP/Cameroon

P.O.BOX 496 Bamenda, Cameroon

Phone: (237) 22.10.36.12/22.10.36.13

Email: [kouagang@ilo.org](mailto:kouagang@ilo.org), [taboh@ilo.org](mailto:taboh@ilo.org)

---

## **FOREWORD (SDO Mezam)**

## TABLE OF CONTENTS

<b>FOREWORD (SDO Mezam)</b> .....	<b>3</b>
List of Abbreviations and Acronyms.....	<b>5</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>6</b>
<b>1. INTRODUCTION</b> .....	<b>7</b>
1.1. Background.....	<b>7</b>
1.2. The process of developing this strategic plan.....	<b>8</b>
<b>2. SITUATIONAL ANALYSIS OF BALI MUNICIPALITY</b> .....	<b>10</b>
2.1. Thematic themes of the municipality .....	<b>10</b>
2.2. Problem identification and prioritization .....	<b>11</b>
2.3. Local Economic Development (LED) .....	<b>13</b>
2.4. Stake holder analysis.....	<b>14</b>
2.5. SWOT analysis of Bali Council.....	<b>16</b>
<b>3. CREATING THE FUTURE</b> .....	<b>17</b>
3.1. Vision of Bali Municipality.....	<b>17</b>
3.2. Objectives of the Municipality .....	<b>17</b>
3.3. Strategic options and resources for implementation of objectives .....	<b>18</b>
<b>4. LOGICAL FRAME OF THE COUNCIL STRATEGIC PLAN</b> .....	<b>22</b>
<b>5. ORGANISATIONAL APPROACH TO PLAN IMPLEMENTATION</b> .....	<b>27</b>
<b>6. ACTIONS FORMS</b> .....	<b>28</b>

## List of Abbreviations and Acronyms

<b>FEICOM:</b>	Fonds Special d'Equipement et d'Intervention Intercommunale(Special Council Fund for Mutual Assistance)
<b>LED:</b>	Local Economic Development
<b>SP:</b>	Strategic Plan
<b>Nkumu Fed Fed:</b>	Union of Bali Women in Development
<b>INADES :</b>	Institut Africain Pour le Development Economique et Social
<b>SWOT:</b>	Strengths, Weaknesses,Opportunities,Threats
<b>CIG:</b>	Common Initiative Group
<b>NGO:</b>	Non Governmental Organisation
<b>GP DERUDEP:</b>	Grass Field Participatory Decentralised Rural Development Project
<b>NWR:</b>	North West Region
<b>ITP:</b>	Indigenous Tribes People
<b>BANDECA:</b>	Bali Nyonga Development and Cultural Association
<b>CBCHB:</b>	Cameroon Baptist Convention Health Board
<b>Helvetas:</b>	Swiss Association for International Cooperation

## EXECUTIVE SUMMARY

This strategic plan presents the actions which the Bali council hopes to implement within the next 5 years for the socio economic development of the municipality. The 15 member working group which was set up by the Mayor was assisted by a Consultant to carry out this exercise. After a situational analysis of the municipality and in a participatory spirit of open and honest discussions, six major problems which retard the development of the municipality were identified. The identified and prioritized problems include: inadequate funds to realise community projects (extension/maintenance of electricity, roads and water network), inadequate food/livestock production and marketing, leading to low family incomes, gender inequality and spread of HIV/AIDS, undeveloped tourist sector and inadequate technical/vocational schools.

After analyzing the causes and effects of these problems and carrying out a stakeholder analysis, the workshop participants elaborated the following vision for the municipality:

*“A municipality which is democratic and economically viable, having an organized tourist sector and producing sufficient food and livestock for internal and external consumption. A council area in which farmer grazer conflicts, gender inequality, child labour, HIV-AIDS are at their barest minimum. A municipality with an adequate and equitable distribution/coverage of electricity, roads, water and all other social amenities required to give her people a better life.”*

*In order to realise this vision, the municipality will be expected to realise the following objectives:* increase Council revenue for the maintenance and extension of roads, electricity and water supply, increase food/livestock production and family incomes, reduce gender inequality, reduce the spread of HIV/AIDS, develop the tourist sector and increase technical/vocational institutions.

Thirteen strategic actions/projects which are to be implemented in order to attain these objectives were equally identified. To implement these priority projects, the municipality will have to mobilize internally and externally about **two billion francs cfa**. To ensure the follow up and evaluation of the implementation of this strategic plan, a seven man committee was set up with clear roles and responsibilities.

# 1. INTRODUCTION

The Municipality of Bali represents one of municipalities within the North West Region (NWR). The Bali economy is influenced by the broader National and Regional economy in terms of jobs and overall economic activity. However, the vital importance and role of agriculture, agribusiness and tourism are central to the community's economic base and represent key dimensions of Bali's heritage and culture. The community also has a strong foundation of community organizations, service providers and others.

The first strategic plan of the Bali council was elaborated in the year 2005 and because it was too ambitious and coupled with the difficulties of mobilising resources it was hardly implemented. Like many municipalities in the NWR, Bali has experienced significant political changes, such as the newly elected members of the municipality following the 2007 municipal election. As a result of these changes and many forecasted for the future, the Municipal Council identified a need to undertake another Strategic Plan (SP) to establish the community's Vision, its key objectives and strategies that will be used in its decision-making and the priorities it needs to work on over the next five years.

By carrying out this strategic plan the council was able to anticipate issues and develop strategies to meet future needs, addressed critical issues and finding innovative ways to solve them. It will permit the council to use resources efficiently and effectively to achieve goals and decrease crisis management. A five years SP will give the council continuity during changing times or when there is new leadership.

The development of the Strategic Plan was completed using a holistic strategic planning process in which economic, social and environmental needs are addressed.

Financing of the Strategic Plan will be a major effort for the Municipality, equal to the effort made in plan development. The Strategic Plan will be co-financed by the central government through FEICOM, the local business community and other community groups, local and international organisations donors.

The Implementation Matrix of section 3.3 identifies estimated costs, and gives what will be financed with council resources and what is expected to be financed by external partners. The total cost of Plan implementation is **One Billion, Eight Nine Million, five hundred and fifty thousand (1.089.550.000) FCFA.**

The Municipal Council will continually include the implementation of the programmes and projects of the Plan in the municipality's annual and mid-term budgets.

## 1.1. Background

In support of the development of the Strategic Plan, an extensive community consultation research program was completed on five thematic areas involving a public request for submissions from community residents and organizations, statistical and document reviews and the hosting of focus groups that involved different residents from various sectors and geographical areas of the Bali community.

The results of this research activity were documents on five thematic areas:

- Local Economic Development
- Gender
- HIV AIDS
- Child labour
- Indigenous Tribes People (ITP).

In March 2009, a Socio-Economic Assessment of the municipality was carried out. The assessment was to serve as a reference document for the elaboration of a SP for the municipality.

On June 1<sup>st</sup> to June 5<sup>th</sup> 2009, fifteen members of the municipality with four senior staff of the Council inclusive met to develop the draft Strategic Plan for the Municipality of Bali with the assistance of a Consultant from INADES Formation. The session involved a review of the public consultation research outcomes and the development of the various components of the Plan.

The draft Strategic Plan was presented to the Local Consultative Committee during a restitution workshop on the 24<sup>th</sup> of July 2009, and was further developed by the contributions of the members of this committee.

## **1.2. The process of developing this strategic plan**

The organisational approach that was applied allowed in the decision-making process the direct and institutionalised participation of a wide group of people representing the community along with the mayor, members of city council and the municipal staff. The working group set up by Municipal Decision N°10/2009 was made up of the following:

1. Mr. Doh Francis Ndango(Chairman)
2. Mr. Fondundeh Ngu Jacob(Secretary)
3. Mme. Adamu Martina Shindoh Tala
4. His Majesty,Dr.Doh Ganyonga 111
5. Ardo Jibbo Bongiri
6. Mme. Helen Ndangam
7. Mr. Nwana Livinus Doh
8. Mr. Nyamsenkwen Christopher
9. Mr. Yanu Caleb
10. Mr. Buba Madaki
11. Mme. Bigoga Cecilia Kah
12. Mr. John Ndansi Fomuso
13. Mr. Ajong Ngoh Sylvanus
14. Mme. Lucy Amundam
15. Mr. Gwanfogbe Rodolf Govala

The role of the working group was to elaborate the first draft of the strategic plan of the Bali Municipality. The structure of the working group was laid out in such a way as to allow the grouping of the member base according to field of development and interest. People from the community, including specialists from various fields, were appointed by the Mayor as members of this commission.

The Strategic Planning Core Team were committed and worked closely with the facilitator provided by the ILO who coached and used facilitation participatory tools and methods throughout the planning process. The establishment of the SP working group marked the end of the efforts made to organize the process.

As a result of this inclusiveness, the direct involvement of people outside of local government who participated in the process gave full local ownership to the Strategic Plan.

## **2. SITUATIONAL ANALYSIS OF BALI MUNICIPALITY**

The situational analysis involved the presentation of major research findings on some thematic themes (Local Economic Development, Gender, HIV AIDS, Child labour and Indigenous Tribes People), this was followed by problem identification using the problem tree in which cause and effects were identified and analysed. The situational analysis was concluded by the presentation of a SWOT of the municipality which was drawn from the Socio Economic assessment of the council conducted in March 2009.

### **2.1. Thematic themes of the municipality**

The summary presentations were on the following topics: Local Economic Development Gender HIV AIDS Child labour Indigenous Tribes People (ITP). The presentations were followed by discussions leading to the following conclusions/observations from members of the working group:

- Apart from Christianity and Islam, traditional religion is also practiced in the municipality.
- Although there are gender inequalities in the municipality, it has been observed that some older women are more reluctant than men to eliminate some negative practices against the woman e.g. widowhood rights.
- The claim that female children between the ages of 12-14 are forced in to marriage is only true for the Mbororo community.
- The report on the gravity of the HIV pandemic in the municipality is over reported. HIV- AIDS is high in the municipality but this does not mean that Bali has the highest prevalence rate. There is a need for a study to confirm this claim.
- Child labour is practiced in Bali but the claim that child trafficking is practice in Bali is not quite true.
- The last LED was largely not implemented for the following reasons: the plan was unrealistic, some important partners like Helvetas withdrew from Cameroon and full decentralisation as promised by the government never took place.

The presentation of these thematic areas of the municipality and discussions permitted the working group to identify, analyse and prioritize the problems of the council using the problem tree.

## 2.2. Problem identification and prioritization

PROBLEMS	CAUSES	EFFECTS	SOLUTIONS	PARTNERS
<b>Inadequate funds to realise community projects (extension of electricity, roads and water)</b>	<ul style="list-style-type: none"> <li>- No industries</li> <li>- Limited sources of revenue</li> <li>- Insufficient assistance from donors</li> <li>- Unexploited natural resources</li> <li>- Difficulties in collecting local revenue</li> <li>- No partnership with other councils</li> <li>- Delay in approval of monographic studies by administration</li> </ul>	<ul style="list-style-type: none"> <li>- No daily market</li> <li>- Non extension of electricity to greater part of the council area</li> <li>- Inadequate health centres and equipment</li> <li>- Poor road network within the town</li> <li>- Last strategic plan not implemented</li> <li>- Uncoordinated development</li> </ul>	<ul style="list-style-type: none"> <li>- Financial decentralization for specific infrastructural development projects</li> <li>- Increase in CAT general management</li> <li>- Twinning with other councils for funding of projects</li> <li>- Application for funding of identified projects</li> <li>- Intensify local collection -Create a daily market</li> <li>- Initiate income generating activities</li> </ul>	<ul style="list-style-type: none"> <li>- FEICOM/Gov't</li> <li>- Other Councils, cities and companies/financial initiatives</li> <li>- Foreign donors</li> <li>- Financial institutions</li> <li>- Population</li> </ul>
<b>Undeveloped tourist sector</b>	<ul style="list-style-type: none"> <li>- Inefficient communication system</li> <li>- Nearness of Bali to Bamenda</li> <li>- No recreational parks</li> <li>- No organised taxi system</li> <li>- Few hotels</li> <li>- No tourist reception center</li> </ul>	<ul style="list-style-type: none"> <li>- Low income mobilisation</li> <li>- Rural exodus by youths</li> <li>- Few tourist</li> </ul>	<ul style="list-style-type: none"> <li>- Maintain access roads to sites</li> <li>- Publicise tourist attractions</li> <li>- Seek funds to develop sites</li> <li>- Maintain sites</li> <li>- Construct hotels</li> <li>- Create tourist agency</li> <li>- Provide car rental services</li> <li>- Improve on</li> </ul>	<ul style="list-style-type: none"> <li>- Traditional councils</li> <li>- Security services</li> </ul>
<b>-Spread of HIV/AIDS</b>	<ul style="list-style-type: none"> <li>- Juvenile delinquency</li> <li>- Poverty</li> <li>- Alcoholism</li> <li>- Wickedness by infected persons</li> <li>- Denial syndrome</li> </ul>	<ul style="list-style-type: none"> <li>- Unwanted pregnancies</li> <li>- Prostitution</li> <li>- Increase in death rate</li> <li>- Increase in orphans and dependency ratio</li> </ul>	<ul style="list-style-type: none"> <li>- More sensitization</li> <li>- Compulsory screening</li> <li>- Provide counseling to patients</li> <li>- Carry out sex education</li> <li>- Distribute condoms</li> <li>- Preach abstinence</li> <li>- Control open hours of drinking places</li> <li>- Reduce Wake-keeping hours which should not last beyond 7 p.m.</li> <li>- Use of new syringes and blades</li> <li>- Screen blood before transfusion</li> <li>- Encourage fidelity</li> <li>- Control pornographic films in video clubs</li> </ul>	<p>Schools, churches, associations, NGOs, hospitals, embassies, doctors, nurses, teachers, forces, traditional doctors, barbers, hairdressers, husbands, wives, victims</p>

<b>PROBLEMS</b>	<b>CAUSES</b>	<b>EFFECTS</b>	<b>SOLUTIONS</b>	<b>PARTNERS</b>
<b>Inadequate food/livestock production and marketing, leading to low family incomes</b>	<ul style="list-style-type: none"> <li>- Rampant bush fires and soil burning</li> <li>- No conservation and processing units</li> <li>- High cost of farm inputs</li> <li>- Lack of subsidies to farmers</li> <li>- No specialist in the domain of food processing and conservation</li> <li>- Farmer grazier conflicts</li> <li>- Poor pastures for graziers</li> <li>- Traditional farming methods</li> <li>- Deforestation</li> <li>- Unorganised food crop marketing</li> </ul>	<ul style="list-style-type: none"> <li>- Low incomes/poverty</li> <li>- Mal nutrition</li> <li>- Child labour</li> <li>- Low scholarisation</li> <li>- High school drop outs</li> <li>- Poor health</li> <li>- Loss of business opportunities</li> <li>- No incentive for opening of financial institutions</li> </ul>	<ul style="list-style-type: none"> <li>- Sensitize population against bush fires</li> <li>- Pass laws against bush fires</li> <li>- Carry out re-afforestation</li> <li>- Give subsidies to farmers</li> <li>- Promote mechanized agriculture</li> <li>- Demarcate farming/grazing land</li> <li>- Create and equip food/livestock processing units</li> <li>- Establish and improve pastures for grazers</li> </ul>	<ul style="list-style-type: none"> <li>- MINADER/MINEPIA, Council, Traditional Authorities, local consultancy</li> <li>- Administration, Traditional authorities, Forces of law and order</li> <li>- Ministry of Wildlife &amp; fauna,</li> <li>- NGOs, Ministry of environment and Natural Protection</li> </ul>
<b>Gender inequality</b>	<ul style="list-style-type: none"> <li>- Unwillingness to suppress some traditional practices against women</li> <li>- Up bringing and socialisation of children</li> <li>- Stereotypes</li> </ul>	<ul style="list-style-type: none"> <li>- Early marriages especially in mbororo communities</li> <li>- Low scolarisation of the Mbororo girl child</li> <li>- Limited right to inheritance</li> <li>- Low incomes for women</li> <li>- High drop out from school of the girl child</li> </ul>	<ul style="list-style-type: none"> <li>- Traditional councils should stop negative traditional practices</li> <li>- Encourage female business ventures</li> <li>- Give equal opportunities for education of boys and girls</li> <li>- Discouraged Early marriages</li> </ul>	<ul style="list-style-type: none"> <li>- Traditional councils</li> <li>- Churches/mosques, associations</li> <li>- Parents, guardians, Mbororo communities, councils, schools, government</li> </ul>
<b>Inadequate technical/vocational schools</b>	No interested partner in this domain	<ul style="list-style-type: none"> <li>- Limited skilled technical man power</li> <li>- Unemployment of youths</li> <li>- Rural exodus by youths</li> </ul>	<ul style="list-style-type: none"> <li>- Lobby for the creation of more technical/vocational schools in Bali</li> <li>- Encourage parents to send children to technical/vocational schools</li> </ul>	<ul style="list-style-type: none"> <li>- Government</li> <li>- Council</li> <li>- Donors</li> <li>- Viable individuals</li> <li>- NGOs</li> </ul>

### **2.3. Local Economic Development (LED)**

In the Municipality of Bali, LED depends essentially on agriculture (crop and animal husbandry) and to a lesser extent on tourism. These domains of activities are however not well developed within the locality.

Food production is grossly inadequate for local consumption talk less for external marketing. Inadequate food production is mainly due to a number of factors such as: poor farming methods, absence of farm inputs, Rampant bush fires and soil burning, no conservation and processing units, high cost of farm inputs, absence of subsidies to farmers, no available specialist in the domain of food processing and conservation, farmer grazier conflicts, poor pastures for graziers, deforestation and unorganised food crop marketing.

The problem is made worst by the absence of farm to market roads which cause the little that is produced to get bad in the farms due to transportation problems. The phenomenon of HIV AIDS which is quite high in the municipality has greatly reduces and weakened the existing labour force.

The consequences of inadequate food production are many and varied, the following could be mentioned:

Low incomes/poverty and in order to reinforce the existing labour force and increase house hold incomes, children are being used in very strenuous activities thus contributing to Child labour. Malnutrition, low scholarisation as a result of high school drop outs especially of the girl child who is gives lesser opportunities to education due to gender inequalities common in the municipality. Due to low incomes within the municipality, financial institutions are not motivated to open branches thus the existence of very few financial institutions in Bali.

In order to solve this problem, the following solutions could be considered: Sensitize population against bush fires, pass laws against bush fires, carry out re-forestations, give subsidies to farmers, promote mechanized agriculture, demarcate farming/grazing land, create and equip food/livestock processing units and establish and improve pastures for grazers

As concerns tourism, the municipality of Bali has a number of tourist attractions which if developed could serve as a major contribution to LED. The tourism sector is however undeveloped and faces a number of problems such as Inefficient communication system, nearness of Bali to Bamenda which causes most tourist to sleep in Bamenda and only visit Bali within the day those depriving the municipality of reasonable amount of income in terms of lodging bills, no recreational parks, no organised taxi system making movements within the municipality difficult, few and poor hotel facilities which does not encourage the tourist who might want to sleep in Bali, no tourist reception centre which makes it difficult for tourist to have directives and guides to tourist sites. Records of the number and characteristics of tourist who visit the municipality yearly are equally absent. The absence of electricity and pipe born water in parts of the municipality also poses a limitation in the growth of this sector.

The undeveloped tourist sector has a number of consequences such as: -Low income mobilisation by the municipality, rural exodus by youths due to the absence of social amenities and recreation centres, few tourist come into the municipality in spite of the numerous tourist attractions.

The sector will develop if the following are taken into consideration: -Create a tourist agency, , publicise and maintain tourist attractions, construct attractive hotels, improve on circulation within the municipality by providing car rental services and maintaining access roads to touristic sites.

## 2.4. Stake holder analysis

With the use of a Venn diagram, participants identified internal and external current/potential stakeholders who have influence/interest in the development of the municipality. Their roles and contributions were equally identified.

STAKE HOLDERS	Contribution to the LED of the Municipality
<b>EXTERNAL</b>	
<b>MPDL</b>	Water supply, roads, culverts, bridges etc...
<b>BCA (USA, UK)</b>	<ul style="list-style-type: none"> <li>- Assist in development projects in councils</li> <li>- Provide hospital equipment</li> <li>- Vocational training</li> <li>- Scholarships</li> </ul>
<b>WIHEEDCAM</b>	<ul style="list-style-type: none"> <li>- Give micro finances</li> <li>- Supports to disabled and HIV/AIDS infected persons</li> <li>- Training on management</li> <li>- Health education</li> <li>- Scholarships</li> </ul>
<b>IDC</b>	<ul style="list-style-type: none"> <li>- Monographic study</li> <li>- Consultancy</li> </ul>
<b>COMINSUD</b>	Last Led programme for Bali/Strategic development plan
<b>ILO</b>	<ul style="list-style-type: none"> <li>- Poverty alleviation programmes</li> <li>- Motivating general development programme in the municipality,</li> <li>- elimination of child trafficking, child labour, gender inequality and marginalization</li> </ul>
<b>FEICOM</b>	Financial assistance to councils
<b>GP-DERUDEP</b>	Carry out development projects
<b>FEDEV</b>	<ul style="list-style-type: none"> <li>- Capacity building</li> <li>- Conflict resolution and environmental protection</li> </ul>

STAKE HOLDERS	Contribution to the LED of the Municipality
<b>INTERNAL</b>	
<b>Hospitals</b>	Take care of the sick
<b>Religious Bodies</b>	Spiritual well being of the community
<b>Development Associations</b>	<ul style="list-style-type: none"> <li>- Participatory role in development by contributing local materials and labor</li> <li>- Realization of projects</li> </ul>
<b>MBOSCUA SODELCO</b>	Sensitize Mbororo Community on the importance of education and development
<b>Local CIGS &amp; NGOs</b>	Assist in agriculture, consultancy, facilitation
<b>FED-FED</b>	<ul style="list-style-type: none"> <li>- Take care of school drop outs</li> <li>- Microfinancing</li> <li>- Scholarships</li> <li>- Rehabilitation</li> <li>- Reintegration and sensitization against child trafficking and child labor and HIV&amp; AIDS</li> </ul>
<b>BANDECA</b>	<ul style="list-style-type: none"> <li>- Carries out feasibility studies of all projects</li> <li>- Supervises all contracts in Bali</li> <li>- Complements government projects</li> <li>- Mobilization of funds within and beyond</li> <li>- Reduces unemployment in Bali</li> </ul>
<b>Forces of law and order</b>	Maintain peace and order
<b>Traditional councils</b>	<ul style="list-style-type: none"> <li>- Provide land for development projects</li> <li>- Organizes community participation</li> <li>- Settle land disputes</li> <li>- Protects &amp; maintains rich cultural heritage</li> <li>- Enforces law and order</li> </ul>
<b>Government Institutions</b>	Provide technical services

## 2.5. SWOT analysis of Bali Council

<b>Strengths</b> <i>(Positive features and advantages of the topic/issues/situations)</i>	<b>Weaknesses</b> <i>(Negative features and disadvantages of the topic/issues/situations)</i>
<ul style="list-style-type: none"> <li>- There are hospitals with above average services</li> <li>- Schools exist which fulfil the needs of education from primary to secondary education</li> <li>- Potable water supply is available in most villages</li> <li>- Electricity coverage is available in the towns</li> <li>- Road infrastructure</li> <li>- Communication network from mobile service providers covers most areas (though expensive)</li> <li>- There are 17 markets in which villages can sell their farm produce and council generate revenue</li> <li>- The area is good for the cultivation of a wide variety of crops and rearing of livestock</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Transportation</b> faces many problems such as: congestion at the central square Ntandoang, resistance to use the council park at Ntanko'o market which is spacious, bad roads linking Bali central town and other villages: Pinyin, Guzang, Baba 11, Mbengwi, Baforchu, Asong, Ngembo,</li> <li>- <b>High transport cost</b> charged by loaders, drivers and unauthorized persons, too many police and gendarmerie check points along the road which slow down circulation.</li> <li>- <b>Electricity problems:</b> only the villages, which are considered as urban, have electricity, constant blackouts, and high electricity bills retards business transactions, a lot of bottle necks during new connections or extension. No extensions to needy areas</li> <li>- <b>Council revenue collection.</b> Council faces difficulties including: difficulty in collection of taxes from business people, poor knowledge of certain stakeholders on how to work with council, insufficient funds to run projects</li> <li>- <b>Education.</b> Complete lack of teachers in some schools while some schools in Bali town are over staffed, schools has untrained staff, no classrooms. none payment of PTA teachers</li> <li>- <b>Agriculture.</b> The main problems of farming: bad farm to market roads, lack of chemicals to kill disease, lack of fertilisers to improve production, low sales and post harvest loss all leading to low production.</li> <li>- <b>Conflicts.</b> Uneasy calm between Bali and Bawock. Farmer grazier conflicts, gender inequalities</li> </ul>
<b>Opportunities</b> <i>(Factors, situations that can enhance implementation of the issues/topics being planned)</i>	<b>Risks and Threats</b> <i>(Factors, situations that can hinder implementation of the issues/topics being planned)</i>
<ul style="list-style-type: none"> <li>- Enough land for crop farming and livestock rearing</li> <li>- Close to Bamenda town which is a big marketing outlet for the produce of the municipality</li> <li>- Upcoming university is an economic opportunity especially for the housing sector.</li> </ul>	<ul style="list-style-type: none"> <li>- Emigration of people especially youths to Bamenda and other towns</li> <li>- Emigration of businesses to Bamenda</li> <li>- Proximity of Bali to the town of Bamenda</li> <li>- Lack of coordination of actions of local and central institutions in implementation of LED strategies</li> <li>- Volatile land boundaries of Bali sub division aggravated by degrees N0.77/525 of 23/12/1977 and 82/20 of 1982. Causing instability during the farming season.</li> </ul>

### 3. CREATING THE FUTURE

Based on the situational analysis, the working group went ahead to formulate a vision for the municipality. They equally identified objectives and strategic options to permit them realise their vision in the next five years. The purpose of generating a vision for local economic development is to enable the Bali community to articulate where it wants to be in the future and to choose the path it would like to follow to get there. The vision will provide for the citizens and local government a clear idea of what has to be done and how to concentrate their energies and resources. A vision in this context is an ideal, which has its roots in the natural, geographic, economic, and historical and cultural reality of the municipality. It aims to capture the expectations and aspirations of the community, and define a clear direction for her development.

#### 3.1. Vision of Bali Municipality

##### *Vision of Bali Municipality*

*"A municipality which is democratic and economically viable, having an organized tourist sector and producing sufficient food and livestock for internal and external consumption. A council area in which farmer grazer conflicts, gender inequality, child labour, HIV-AIDS are at their barest minimum. A municipality with an adequate and equitable distribution/coverage of electricity, roads, water and all other social amenities required to give her people a better life."*

This vision was elaborated taking in to consideration the strengths/weaknesses and opportunities/threats of the municipality. It is therefore considered to be realistic and attainable within the framework of this strategic plan. All stakeholders will have to be involved and with the dynamic and visionary leadership of the mayor, the vision will be achieved.

#### 3.2. Objectives of the Municipality

1. Increase Council revenue for the maintenance and extension of roads, Electricity and water supply.
2. Increase food/livestock production and family incomes.
3. Reduce gender inequality.
4. Reduce the spread of HIV/AIDS.
5. Develop tourist sector.
6. Increase technical/vocational institutions.

### 3.3. Strategic options and resources for implementation of objectives

STRATEGIC OPTIONS	Activities	Resources required (FCFA)	Source of funds	
			Council budget	External funds
<b>Diversify and increase sources of council revenue</b>	Apply for increase in CAT from FEICOM	1.000.000	1.000.000	-
	Negotiate 3 partners with foreign councils/companies	6.500.000	4.000.000	2.500.000
	Write up 10 projects and apply for funding	3.000.000	1.000.000	2.000.000
	Intensify local tax collection	900.000	900.000	-
	Create and construct a daily market	100.000.000	10.000.000	90.000.000
	Create access to other financial potentials (sand/stone quarries)	30.000.000	3.000.000	27.000.000
	Making Cattle market functional	3.500.000	1.500.000	2.000.000
	<b>Sub-Total</b>	<b>144.900.000</b>	<b>21.400.000</b>	<b>123.500.000</b>
<b>Improve Road network Maintenance</b>	Mobilize community participation for road maintenance (local materials/local labour)	1.000.000	1.000.000	-
	Construct 4bridiges, 20culvets, runway gutters,	60.000.000	6.000.000	54.000.000
	<b>Sub-Total</b>	<b>61.000.000</b>	<b>7.000.000</b>	<b>54.000.000</b>
<b>Improve on electricity supply</b>	Extend electricity to 6 villages	300.000.000	30.000.000	270.000.000
	<b>Sub-Total</b>	<b>300.000.000</b>	<b>30.000.000</b>	<b>270.000.000</b>
<b>Improve on potable water supply</b>	Extend water projects to 6 villages	360.000.000	36.000.000	324.000.000
	Mobilize population participation for water/electricity project (sand, stones, timber, labour etc..)	1.000.000	1.000.000	-
	<b>Sub-Total</b>	<b>361.000.000</b>	<b>37.000.000</b>	<b>324.000.000</b>
<b>Improve on the environment and soil fertility</b>	Sensitize population against bush fires, and soil burning	1.000.000	1.000.000	-
	Pass municipal and or sub prefectoral orders against bush fires and soil burning	200.000	200.000	-
	Carry out re-afforestation	6.500.000	2.500.000	4.000.000
	<b>Sub-Total</b>	<b>7.700.000</b>	<b>3.700.000</b>	<b>4000.000</b>

STRATEGIC OPTIONS	Activities	Resources required (FCFA)	Source of funds	
			Council budget	External funds
<b>Improve Food/Livestock production, processing and conservation techniques</b>	Organize annual agro-pastoral/craft trade fares	12.500.000	7.500.000	5.000.000
	Demarcate farming and grazing land	2.500.000	2.500.000	—
	Provide annual subsidies to farmers	25.000.000	—	25.000.000
	Encourage mechanized agriculture(Buy a carterpillar)	15.000.000	—	15.000.000
	Create and equip food and livestock processing units for pineapple,milk, potatoes	20.000.000	2.000.000	18.000.000
	Established improved pasture (pilot centre)	4.000.000	—	4.000.000
	Prospect marketing channels for crops produced	2.500.000	500.000	2.000.000
	Sensitize population against child labour and rehabilitate abused children	20.000.000	2.000.000	18.000.000
	<b>Sub-Total</b>	<b>101.500.000</b>	<b>14.500.000</b>	<b>87.000.000</b>
<b>Discourage negative traditional practices against women</b>	Carry out studies to identify negative practices	250.000	250.000	—
	Present result of studies to traditional authorities and lobby for their abolition	500.000	200.000	300.000
	<b>Sub-Total</b>	<b>750.000</b>	<b>450.000</b>	<b>300.000</b>
<b>Promote Female entrepreneurship and education</b>	Give loans to women	10.000.000	1.000.000	9.000.000
	Train women on business skills	3.000.000	1.000.000	2.000.000
	Give scholarships to female students	5.000.000	2.000.000	3.000.000
	<b>Sub-Total</b>	<b>18.000.000</b>	<b>4.000.000</b>	<b>14.000.000</b>
<b>Discourage early marriages of the girl child in Mbororo communities</b>	Carrying out sensitization and education against early marriages in Mbororo communities	3.000.000	1.000.000	2.000.000
	Elaborate gender policy for the council	200.000	200.000	—
	<b>Sub-Total</b>	<b>3.200.000</b>	<b>1.200.000</b>	<b>2.000.000</b>

STRATEGIC OPTIONS	Activities	Resources required (FCFA)	Source of funds	
			Council budget	External funds
<b>Sensitize and Organise HIV free screening exercises in the municipality</b>	Organize testimonies by victims	200.000	200.000	—
	Project educative films, display posters	1.000.000	500.000	500.000
	Organize and carry out radio talks	300.000	100.000	200.000
	Write newspaper articles	1.000.000	400.000	600.000
	Organize road march wearing T-shirts with anti AIDS slogans	3.000.000	1.000.000	2.000.000
	Distribute drugs, money and condoms	6.000.000	3.000.000	3.000.000
	Carry out free Screening exercises in the municipality	500.000	250.000	250.000
	<b>Sub-Total</b>	<b>12.000.000</b>	<b>5.450.000</b>	<b>6.550.000</b>
<b>Carry out lobbying and advocacy for the creation of technical/ vocational school</b>	Council to consult traditional authorities for land	5.000.000	5.000.000	—
	Consult Min of Sec/Technical Education	1.000.000	1.000.000	—
	Organise fund raising activities and solicit for funds from Gov't, NGO, Viable individuals	3.000.000		3.000.000__
	Sensitize parents to send children to voc/technical schools	2.500.000	2.500.000	—
	<b>Sub-Total</b>	<b>11.500.000</b>	<b>8.500.000</b>	<b>3.000.000</b>
<b>Publicize existence of touristic sites in Bali</b>	Creation of tourist agency	7.000.000	3.000.000	4.000.000
	Produce Brochures on tourism in Bali	1.000.000	1.000.000	—
	<b>Sub-Total</b>	<b>8.000.000</b>	<b>4.000.000</b>	<b>4.000.000</b>
<b>Improve on communication and lodging facilities</b>	Provide Car rental service (2 cars)	25.000.000	5.000.000	20.000.000
	Maintain roads leading to touristic sites	35.000.000	3.500.000	31.500.000
	<b>Sub-Total</b>	<b>60.000.000</b>	<b>8.500.000</b>	<b>51.500.000</b>

## SUMMARY OF RESOURCES REQUIRED FOR THE IMPLEMENTATION OF STRATEGIC OPTIONS

	STRATEGIC OPTIONS	TOTAL RESOURCES REQUIRED	INTERNAL	EXTERNAL
1	Diversify and increase sources of council revenue	144.900.000	21.400.000	123.500.000
2	Improve Road network Maintenance	61.000.000	7.000.000	54.000.000
3	Improve on electricity supply	300.000.000	30.000.000	270.000.000
4	Improve on potable water supply	361.000.000	37.000.000	324.000.000
5	Improve on the environment and soil fertility	7.700.000	3.700.000	4000.000
6	Improve on Food/Livestock production, processing and conservation techniques	101.500.000	14.500.000	87.000.000
7	Discourage negative traditional practices against women	750.000	450.000	300.000
8	Promote Female entrepreneurship and education	18.000.000	4.000.000	14.000.000
9	Discourage early marriages of the girl child in Mbororo communities	3.200.000	1.200.000	2.000.000
10	Sensitize and Organise HIV free screening exercises in the municipality	12.000.000	5.450.000	6.550.000
11	Carry out lobbying and advocacy for the creation of technical/vocational school	11.500.000	8.500.000	3.000.000
12	Publicize existence of touristic sites in Bali	8.000.000	4.000.000	4.000.000
13	Improve on communication and lodging facilities	60.000.000	8.500.000	51.500.000
	<b>TOTAL</b>	<b>1.089.550.000</b>	<b>145.700.000</b>	<b>943.850.000</b>

#### 4. LOGICAL FRAME OF THE COUNCIL STRATEGIC PLAN

Objective	Strategic Options	Actions/Activities	Time Frame	Indicators	Person responsible	Resources required (FCFA)
<b>Increase Council revenue for the maintenance and extension of roads, Electricity and water supply</b>	Diversify and increase sources of council revenue	Apply for an increased CAT from FEICOM	July 09	FEICOM increases council funding by atleast 40%	Mayor	1.000.000
		Negotiate partnership with Foreign councils	Oct. 09-Oct.2010	At least three Partnership agreement are signed by 2013	BANDECA. Mayor	6.500.000
		Write up projects and apply for funding from donors	Oct 09 Oct.2010	10 applications submitted to donors	BANDEC, Mayor	3.000.000
		Intensify local tax collection	Nov 09- March 2010	Minimum of 3 tax drives yearly	DO, Mayor	900.000
		Create a daily market	Jan 2011	A functional daily market	Do , Mayor	100.000.000
		Open up sand/stone quarries	July 2010- July 2012	3 major sand/stone quarries would be accessible (Gawola, BOSSA, Mantum	Mayor	30.000.000
		Make cattle market functional	Dec 09	A functional cattle market	DO, MINEPIA, Mayor, Traditional Authorities	3.500.000
	Improve Road network Maintenance	Mobilize community participation/local materials: sand stones and human labour	June/july 09	20 kms of roads are maintained yearly	Mayor	1.000.000
		Construct bridges and culverts	Oct 09- Dec.2012	4 bridges and 20 culverts are constructed by 2013	BANDECA, Mayor, Donors	60.000.000
	Improve on electricity supply	Extend electricity to six villages	July 09-2013	6 villages are electrified		300.000.000
	Improve on water supply	Extend water to six villages	Oct 09-2012	6 new village have pipe borne water		360.000.000
		-Mobilize community for the supply of local materials (sand, stones) and human labour	Oct-Dec. 09	-Enough local materials available -Water is extended to 6 villages		1.000.000

Objective	Strategic Options	Actions/Activities	Time Frame	Indicators	Person responsible	Resources required (FCFA)
Increase food/livestock production and family incomes	Improve on the environment and soil fertility	Sensitize the population against bush fires and soil burning	Oct yearly	Reports of workshops held (3 per year)	Traditional authorities, Council, Mayor, Band, DO, MINADER, MINEPIA	1.000.000
		Pass municipal orders/laws against bush fires/soil burning	Oct 2009	Copies of laws available	Service providers	200.000
		Carry out re-forestation	April every year	At least 2500 environmental friendly trees planted yearly	Mayor, Forestry, BANDECA	6.500.000
		Demarcate farming/grazing land	Oct09-2011	Reduce farmer grazer conflicts by at least 20% yearly	Agro-pastoral commissions	2.500.000
	Improve on Food/Livestock production, processing and conservation techniques	Provide subsidies to farmers	March Yearly	Report of subsidies provided to farmers (1 ton maize seed, 500 hoes, 500 cutlasses and 25 tons of fertilizer)	Council, Donors, State	25.000.000
		Encourage mechanized agriculture	From Dec 2012	1 tractor is available for hiring	Mayor-BANDECA Elites	15.000.000
		Organise agro-pastoral/craft shows	Nov. yearly	Report of shows	Mayor	12.500.000
		Create and equip food/livestock processing units (pineapples, milk, sweet potatoes)	- pineapples, 2011 - milk, 2012 - sweet potatoes 2013	1 food/livestock processing unit available	Mayors Donors	20.000.000
		Establish improved pasture pilot center	2010	Improved pastures in communities		4.000.000
		Prospect marketing channels for crops produced	2010			2.500.000
		Sensitize population against child labour and rehabilitate abused children	2009-2013			20.000.000

Objective	Strategic Options	Actions/Activities	Time Frame	Indicators	Person responsible	Resources required (FCFA)
<b>Reduce gender inequality</b>	Discourage negative traditional practices against women	Identify negative practices against women	Aug-Dec 2009	A list of negative practices is available	Mayor	250.000
		Present results to traditional authorities and lobby for their abolition	Jan-Mar 2010	At least 2 negative practices have stopped by 2013		500.000
		Elaborate gender policy for the council	2012			200.000
	Promote Female entrepreneurship and education	Give loans to women	Every year	20 women receive loans of at least 200.000F each year	Mayor, Social Affairs, BANDECA, Churches, Traditional authorities, Schools, SODECO	10.000.000
		Train women on business skills	June every year	At least 20 women are trained each year		3.000.000
		Give scholarships to female students	September yearly	At least 10 female students are awarded scholarships every year		5.000.000
	Discourage early marriages among the Mbororo communities	Carry out sensitization and education against early marriages in Mbororo communities	Oct/Nov yearly	More Mbororos girls in schools	Mayors, Social Affairs, SODECO,SIAC	<b>3.000.000</b>
<b>Reduce spread of HIV/AIDS</b>	Sensitize and free Organise screening exercises in the municipality	Organise testimonies by victims	On world AIDS day every year	Atleast 5 testimonies each year	Chief medical officer Mayors, medical doctors District Hospital, Mayor, NGO, PTG	200.000
		Project educative films and display posters	Twice every year	- 100 Posters displayed within the municipality - One video cassettes on aids in Bali is produced		1.000.000

Objective	Strategic Options	Actions/Activities	Time Frame	Indicators	Person responsible	Resources required (FCFA)
<b>Reduce spread HIV/AIDS</b>	Sensitize and free Organise screening exercises in the municipality	Organise and carry out radio talks and Write newspaper articles	On world AIDS day every year	- Six radio talks are produces every year - One sensitisation article is published once every two months		1.300.000
		Organise road march wearing T-shirts with anti aids slogans	On world AIDS day every year	At least 500marchers annually		3.000.000
		Distribute drugs and condoms, Give grants to AIDS patients for business	Every year	At least 10 patients are assisted financially each year		6.000.000
		Carry out free screening exercises	Twice a year	At least 200 people are screened each year		500.000
<b>Develop tourist sector</b>	Publicize existence of touristic sites in Bali	Create tourist agency in Bali	2010	At least one tourist agency is created	BANDECA, Traditional Council, Mayor	7.000.000
		Produce brochure on tourism in Bali	2010	200 brochures are produce and distributed every year		<b>1.000.000</b>
	Improve on communication and lodging facilities	Create car rental services	2012	At least two cars are available to be used by tourist	Village Dev.Associations	25.000.000
		Maintain roads going to touristic sites	Oct/nov yearly	Touristic sites are accessible all year round	Mayor, Business operators, council	35.000.000
<b>Increase technical/vocation institutions</b>	Carry out lobbying and advocacy for the creation of a technical/vocation al school	Consult traditional authorities for land	2010	- A piece of land is available for the construction of a technical school - One vocational/ technical school project is submitted to Government	Village Dev.Associations	5.000.000

<b>Objective</b>	<b>Strategic Options</b>	<b>Actions/Activities</b>	<b>Time Frame</b>	<b>Indicators</b>	<b>Person responsible</b>	<b>Resources required (FCFA)</b>
<b>Increase technical/vocation institutions</b>	Carry out lobbying and advocacy for the creation of a technical/vocational school	Organize fund raising and request for funding from gov't, NGOs , viable individuals	2010-2011	Money is raised for construction of the school	Mayor Project committee	<b>3.000.000</b>
		Sensitize parents to send children to voc/technical schools	Every year	At least 200 children enrolled each year		2.500.000
<b>TOTAL</b>						<b>1.089.550.000</b>

## 5. ORGANISATIONAL APPROACH TO PLAN IMPLEMENTATION

The **Strategic Plan Follow up Committee** was set up at the end of the elaboration process. The committee is the structure that is directly responsible for following up the implementation process of the strategic plan and it will mainly:

- Coordinate the activities of the actors identified in the Plan and of those that will be involved later on;
- Prepare and present for the Mayor reports on the performance of the implementation process;
- Ensure respect of procedures of awards and implementation of contracts
- Time frame advisers to the Mayor

The follow up committee will develop and approve an annual activity plan for reviewing the Strategic Plan.

- Ensure transparency in the management of council funds
- Committee shall meet ordinarily quarterly or as often as the need arises
- There shall be a sitting fee to be determined and paid by the council
- The committee shall be made up of 7 persons (3 women + 4 men)
- BANDECA shall head this committee

### COMMITTEE MEMBERS

ORGANISATION	PERSON
BANDECA	President
Council	Project chairman
FED-FED	President
Traditional Council	Paramount Fon
Administration	SDO(Secretary)
SODECCO	ARDO
Bali Women's Forum	Vice President

The working Group appointed BANDECA as the president of the follow up committee. Every three months, BANDECA will convene a meeting of the committee to discuss progress made in the implementation, based on reports prepared by the Mayor. It will also, once a year in December, discuss and approve findings and evaluations, and add suggestions that will be presented to the Mayor and then to the Municipal Council for discussion and approval. The composition of this Commission may change. However, the responsibilities will remain the same: supporting, monitoring and reviewing Plan implementation. Meanwhile, the Mayor, in consultation with the follow up committee, may appoint working groups to support implementation of particular parts of the plan.

## 6. ACTIONS FORMS

<b>1) ACTION: Diversify and increase sources of council revenue</b>	
<b>Specific objective</b>	<b>Increase Council revenue for the maintenance and extension of roads, Electricity and water supply</b>
<b>Description of the action</b>	<p>Available data shows a general decline in the revenue from internal (global taxes and market tolls), and external sources for the council. The amount of resources mobilised each year for the realisation of council projects are largely inadequate to bring any meaningful development in the municipality. Less than 150.000.000Fr is mobilised internally each year. The council also has very few external technical and financial partners who can contribute in LED of the municipality. This is due first to the fall in support to the councils from FEICOM and lack of a clear strategy to generate income from donors.</p> <p>Diversifying and increasing revenue sources, will mean that the council will firstly have to put in place strategies to increase its internal mobilisation of revenue, secondly the council has to be more aggressive in the search of new partners within Cameroon and abroad. The council has the potential to generate income from external sources if there are proofs of transparent management.</p>
<b>Expected impact</b>	The council will be able to improve on infrastructure (roads, water, electricity)and provide other social amenities.
<b>Beneficiaries</b>	Council
<b>Detail cost</b>	<ul style="list-style-type: none"> <li>- Apply for increase in CAT from FEICOM-<b>1.000.000</b></li> <li>- Negotiate 3 partners with foreign councils/companies-<b>6.500.000</b></li> <li>- Write up 10 projects and apply for funding-<b>3.000.000</b></li> <li>- Intensify local tax collection-<b>900.000</b></li> <li>- Create and construct a daily market-<b>100.000.000</b></li> <li>- Create access to other financial potentials (sand/stone quarries)-<b>30.000.000</b></li> <li>- Making Cattle market functional-<b>3.500.000</b></li> </ul> <p style="text-align: right;"><b>TOTAL COST= 144.900.000</b></p>
<b>Implementation time frame</b>	July 2009 – June 2014
<b>Financing</b>	Council/Donors
<b>Expected results</b>	<ul style="list-style-type: none"> <li>- FEICOM increases council funding by at least 40%</li> <li>- At least three Partnership agreement are signed by 2013</li> <li>- 10 applications submitted to donors</li> <li>- Minimum of 3 tax drives yearly</li> </ul>
<b>Risk factors</b>	Negotiations are effective

<b>2) ACTION: Improve Road network Maintenance</b>	
<b>Description of action</b>	Bali sub division is situated along the Bamenda – Mamfe high way. The high way passing through Bali is tarred but other roads linking Bali town with the neighbouring villages are earth roads. These earth roads in the municipality of Bali are very badly damaged as a result of lack of Maintenance. Investment in roads will be very important for the economic development of the municipality. This project aims at the maintenance of existing roads. Maintenance of these roads will facilitate the reactivation of the agriculture by providing farm to market roads thus reducing post harvest loss. It will also promote tourism, as roads to tourist sites will equally be maintained.
<b>Specific objective</b>	Ameliorate the movement of people and goods within the municipality
<b>Expected impact</b>	<ul style="list-style-type: none"> <li>- Increase production of goods and services</li> <li>- reduction in post harvest loss</li> <li>- Tourism facilitated</li> <li>- Improved quality of life</li> </ul>
<b>Beneficiaries</b>	<ul style="list-style-type: none"> <li>- Municipality of bali</li> <li>- Farmers</li> <li>- Tourist</li> </ul>
<b>Detail cost</b>	<ul style="list-style-type: none"> <li>- Mobilize community participation for road maintenance (local materials/local labour) <b>1.000.000</b></li> <li>- Construct 4bridges, 20culvets, runway gutters. <b>60.000.000</b></li> </ul> <p style="text-align: right;"><b>TOTAL COST= 61.000.000</b></p>
<b>Implementation time frame</b>	July 2009 – June 2014
<b>Financing</b>	Council/Donors
<b>Expected results</b>	<ul style="list-style-type: none"> <li>- Improved road network</li> <li>- Increased economic development</li> <li>- Improved transportation</li> <li>- Jobs created</li> <li>- Businesses served</li> </ul>
<b>Risk factors</b>	Lack of financing

<b>3) ACTION: Improve on electricity supply</b>	
<b>Description of action</b>	Presently only the villages, which are considered as urban, have electricity. Only 10 villages out of the 17 villages have electricity, and even in villages with electricity less than 50% of households have it in their houses. This situation has greatly retarded the creation of businesses that need electricity to operate thus leading to the slow development of the municipality. The project intends to extend electricity to six more villages of the municipality.
<b>Specific objective</b>	Extend electricity supply to six villages of the municipality
<b>Expected impact</b>	<ul style="list-style-type: none"> <li>- Reduction in rural exodus by youths</li> <li>- Creation of new businesses</li> </ul>
<b>Beneficiaries</b>	<ul style="list-style-type: none"> <li>- businesses</li> <li>- industries</li> </ul>
<b>Detail cost</b>	Extend electricity to 6 villages <b>300.000.000</b> <b>TOTAL COST= 300.000.000</b>
<b>Implementation time frame</b>	July 2009 – June 2014
<b>Financing</b>	Council/Donors
<b>Expected results</b>	<ul style="list-style-type: none"> <li>- Six new villages of the municipality are electrified</li> <li>- More businesses are created</li> <li>- Tourism is promoted</li> </ul>
<b>Risk factors</b>	<ul style="list-style-type: none"> <li>- Willingness of donors to finance the project</li> <li>- Cooperation of AES Sonel</li> </ul>

<b>4) ACTION: Improve on potable water supply</b>	
<b>Description of action</b>	<p>As it is usually said, water is life; unfortunately not the entire Bali municipality has access to clean portable drinking water. Bali Sub-Division has one main water supply scheme. This water supply covers most villages and it is managed by BANDECA (Bali Nyonga Development and Cultural Association).</p> <p>Subscribers pay their water levy to BANDECA. There are possibilities of other water sources to supply villages with potable water.</p> <p>There are many streams and springs in Bali. One of them is the Gola stream where the source of the Bali supply is tapped. Because of water supply problems, some people still consume water from some of these untreated water sources leading to the spread of water borne diseases. The project intends to diversify water sources and to provide water to villages' without potable water.</p>
<b>Specific objective</b>	Provide water to villages without portable water
<b>Expected impact</b>	<ul style="list-style-type: none"> <li>- Water borne diseases are reduced</li> <li>- Life spans of inhabitants of the municipality are increased</li> </ul>
<b>Beneficiaries</b>	All citizens of the council
<b>Detail cost</b>	<ul style="list-style-type: none"> <li>- Extend water projects to 6 villages <b>360.000.000</b></li> <li>- Mobilize population participation for water/electricity project (sand, stones, timber, labour etc.) <b>1000.000</b></li> </ul> <p style="text-align: right;"><b>TOTAL COST=361.000.000</b></p>
<b>Implementation time frame</b>	July 2009 – June 2014
<b>Financing</b>	Council/Donors
<b>Expected results</b>	<ul style="list-style-type: none"> <li>- All villages in Bali municipality have access to portable water</li> <li>- Portable water is available all year round</li> <li>- Public taps are increased</li> </ul>
<b>Risk factors</b>	<ul style="list-style-type: none"> <li>- Continuous maintenance of water sources</li> <li>- Protection of catchments</li> </ul>

<b>5) ACTION: Improve on the environment and soil fertility</b>	
<b>Description of action</b>	<p>The most common soil type within the Bali Sub-Division is; tropical sandy-clay, found in Bawock. Clay and sandy loam soils are in most parts of the sub division. The soil is good for agriculture which is the main occupation of the inhabitants.</p> <p>The Sub-Division is situated within Sudan Savannah zone having mainly grass and woodland.</p> <p>There are patches of forestland dotted all over the place. However, in recent years there has been rampant bush fires and soil burning and extensive cutting of trees. These actions have reduced soil fertility and contributed to global warming thus affecting food and animal production. This project is intended to sensitise the population against bush fires and to Carry out re-afforestation</p>
<b>Specific objective</b>	Discourage activities which degrade the environment and the soil
<b>Expected impact</b>	<ul style="list-style-type: none"> <li>- Increase food production</li> <li>- Increase household income</li> <li>- Reduce child labour</li> </ul>
<b>Beneficiaries</b>	<ul style="list-style-type: none"> <li>- Farmers</li> <li>- Children</li> </ul>
<b>Detail cost</b>	<ul style="list-style-type: none"> <li>- Sensitize population against bush fires, and soil burning <b>1.000.000</b></li> <li>- Pass municipal and or sub prefectoral orders against bush fires and soil burning <b>200.000</b></li> <li>- Carry out re-afforestation <b>6.500.000</b></li> </ul> <p style="text-align: right;"><b>TOTAL COST=7.700.000</b></p>
<b>Implementation time frame</b>	July 2009 – June 2014
<b>Financing</b>	Council/Donors
<b>Expected results</b>	<ul style="list-style-type: none"> <li>-Soil fertility is increased</li> <li>-Water sources are maintained</li> </ul>
<b>Risk factors</b>	-Sensitisation is effective

<b>6) ACTION: Improve on Food/Livestock production, processing and conservation techniques</b>	
<b>Description of action</b>	<p>The council's economy relies heavily on agriculture with little transformation taking place. The main crops produced are: maize, cassava, pineapple and beans. The production of these crops are either not increasing with the increasing population or they are increasing at a very slow rate, slower than the increase in population. This low production can be attributed to: traditional farming methods, deforestation, no subsidies to farmers, post harvest loss, no processing units, unorganised food crop marketing, high cost of farm inputs, and no specialist in the domain of food processing and conservation etc.</p> <p>Animal rearing also has a big potential especially for cattle and other small ruminants. The climate is favourable and there are vast expanses of grazing land. However, this potential is limited because of Poor pastures for graziers and Farmer grazier conflicts. There is also a low propensity of cattle rearing people in Bali to work cooperatively as a group to tackle problems of production, processing and marketing.</p> <p>The above declining situation has led to low living standards, given that many of the people depend on agriculture. Due to low incomes, child labour is increasing in the municipality. Children are being forced to be involved in indecent work in order to supplement house hold incomes</p> <p>The project intends to reverse the fall in crop and animal production by giving subsidies to farmers, promoting mechanized agriculture, demarcating farming/grazing land, creating and equip food/livestock processing units, establishing and improving pastures for grazers. The project also intends to diversify sources of revenue by creating and promoting other income generating activities. It will also rehabilitate children who are victims of indecent work.</p>
<b>Specific objective</b>	Increase crop and food production
<b>Expected impact</b>	<ul style="list-style-type: none"> <li>- Living standards improve</li> <li>- Peaceful co habitation between Mbororos and natives</li> <li>- Child labour reduces</li> </ul>
<b>Beneficiaries</b>	<ul style="list-style-type: none"> <li>-Farmers</li> <li>-Children</li> </ul>
<b>Detail cost</b>	<ul style="list-style-type: none"> <li>- Organize annual agro-pastoral/craft trade fares <b>12.500.000</b></li> <li>- Demarcate farming and grazing land <b>2.500.000</b></li> <li>- Provide annual subsidies to farmers <b>25.000.000</b></li> <li>- Encourage mechanized agriculture(Buy a caterpillar) <b>15.000.000</b></li> <li>- Create and equip food and livestock processing units for pineapple, milk, potatoes<b>20.000.000</b></li> <li>- Established improved pasture (pilot centre) <b>4.000.000</b></li> <li>- Prospect marketing channels for crops produced <b>2.500.000</b></li> <li>- Sensitize population against child labour and rehabilitate abused children <b>20.000.000</b></li> </ul> <p style="text-align: right;"><b>TOTAL COST=101.500.000</b></p>

<b>Implementation time frame</b>	July 2009 – June 2014
<b>Financing</b>	Council/Donors
<b>Expected results</b>	<ul style="list-style-type: none"> <li>- Improved production and transformation techniques. 12.500.000</li> <li>- Improved storage such that it is available to meet demand throughout the year. 2.500.000</li> <li>- Better marketing, through cooperatives and better market information system. 25.000.000</li> </ul>
<b>Risk factors</b>	<ul style="list-style-type: none"> <li>- Available funds to give subsidies to farmers</li> <li>- Partners willing to finance project</li> </ul>

<b>7) ACTION: Discourage negative traditional practices against women</b>	
<b>Description of action</b>	<p>In Bali discriminatory gender stereotypes and taboos against still exist. The existence of gender stereotypes like, the woman's place is in the kitchen, women are a weaker sex, women are not suppose to perform labour intensive tasks etc. assist in promoting gender inequality. These taboos limit women's scope and ambitions, consequently limiting her participation in the development of her community. In Bali like in other communities in Cameroon, despite constitutional provisions recognizing women's rights, women still do not enjoy the same rights and privileges like men. Cultural/religious practices and beliefs, as well as taboos, still leave women lagging behind men in most aspects of family and community life. There is a traditional preference for the male child over the female and the traditional division of labour puts women in charge of the private sector, where her activities are neither valued nor remunerated, while the man takes care of the public sector roles. Women posses limited ownership rights and decision making rights, compared to men.</p> <p>The project intends to lobby the traditional council to eliminate negative practices against women.</p>
<b>Specific objective</b>	Eliminate negative practices against women
<b>Expected impact</b>	Social status of women is improved
<b>Beneficiaries</b>	<ul style="list-style-type: none"> <li>- Women</li> <li>- Girl child</li> </ul>
<b>Detail cost</b>	<ul style="list-style-type: none"> <li>- Carry out studies to identify negative practices <b>250.000</b></li> <li>- Present result of studies to traditional authorities and lobby for their abolition <b>500.000</b></li> </ul> <p style="text-align: right;"><b>TOTAL COST= 750.000</b></p>
<b>Implementation time frame</b>	July 2009 – June 2014
<b>Financing</b>	Council/Donors
<b>Expected results</b>	Some taboos are eliminated and stereotypes corrected
<b>Risk factors</b>	<ul style="list-style-type: none"> <li>- Women and men are willing to accept changes</li> <li>- Goodwill of traditional authorities</li> </ul>

<b>8) ACTION: Promote Female entrepreneurship and education</b>	
<b>Description of action</b>	<p>Women's constraints to full participation in the economy stem from various factors that include cultural beliefs and practices. These have led to many women not having the same level of education and training like their male peers. Secondly, there is a bias towards women as they are seen only as good for non paid family work and they have limited access to credit. There are schemes that provide low interest loans to women groups. One such scheme is run by the CBCHB (WINHECAM) which provides loans at 10% interest for one year. The funds are managed from Bamenda. Revolving funds run by NGOs also avail themselves to vulnerable people. This financial system is generally short term and based on external funding and external timeframes. Presently Nkumu Fed Fed is operating such a system with women groups. Though it is working well the money available (approximately USD 8,000) is small. This is a potential financial system since it is locally based and operated. The Central Credit Union in Bali mirrors the situation of other credit unions in the area. These credit houses provide savings and deposits services and are a major source of loans to small businesses. Loan provision in these unions is biased against women for lack of proper collateral such as land titles. Secondly women also save small amounts of money. The central credit union presently serves no Mbororo. A study (Mangem Bridget, 2008) shows that of all loans granted in 2006 women made up only 26% of loan recipients and in terms of loan amounts women received 23% of the total loans disbursed. This means women receive smaller amounts for loans than men, limiting their full participation in the economy.</p> <p>No department or even the council has a gender policy or programmes to Empower women to have access to business opportunities or education and jobs. The only known institution empowering women is Nkumu Fed Fed group that provides different training opportunities leading to some gainful employment in the informal sector.</p> <p>This project intends to put in place programs which will encourage the education of the girl child and promote female business ventures. It also intends to assist the council and other institutions in the municipality to elaborate a gender policy.</p>
<b>Specific objective</b>	Promote the effective participation of women in the development of their community.
<b>Expected impact</b>	<ul style="list-style-type: none"> <li>- Increase in family living standards</li> <li>- Positive change in social and economic status of women</li> </ul>
<b>Beneficiaries</b>	-Women
<b>Detail cost</b>	<ul style="list-style-type: none"> <li>- Give loans to women <b>10.000.000</b></li> <li>- Train women on business skills <b>3.000.000</b></li> <li>- Give scholarships to female students <b>5.000.000</b></li> </ul> <p style="text-align: right;"><b>TOTAL COST= 18.000.000</b></p>
<b>Implementation time frame</b>	July 2009 – June 2014

<b>Financing</b>	Council/Donors
<b>Expected results</b>	-More women are involved in successful business ventures -More gild children are in school
<b>Risk factors</b>	Availability of funds

<b>9) ACTION: Discourage early marriages of the girl child in Mbororo communities</b>	
<b>Description of action</b>	<p>Forced/early marriages are common especially within the Mbororo community of the municipality. In Mbororo communities, girls of about 12-14years are being sent into marriage in order to reduce the burden of child rearing and due to ignorance of the potentials of the girl child. This is done most often without their consent. Men however have the right to get married to as many wives as they want, while the reverse is not true for women. There is high drop out from school of the Mbororo girl child .This culture has serious repercussions on the future of the girl child.</p> <p>This project intends to sensitise the Mbororos against this practice and to encourage them to treat their male and female children equally.</p>
<b>Specific objective</b>	Reduce the number of Mbororo girl children who get married before the age of eighteen
<b>Expected impact</b>	Increase in the number of Mbororo girls in school
<b>Beneficiaries</b>	Mbororo girls child
<b>Detail cost</b>	<ul style="list-style-type: none"> <li>- Carrying out sensitization and education against early marriages in Mbororo communities <b>3.000.000</b></li> <li>- Elaborate gender policy for the council <b>200.000</b></li> </ul> <p style="text-align: right;"><b>TOTAL COST= 3.200.000</b></p>
<b>Implementation time frame</b>	July 2009 – June 2014
<b>Financing</b>	Council/Donors
<b>Expected results</b>	Early and forced marriages reduced in Mbororo communities
<b>Risk factors</b>	Sensitisation messages are heard and implemented

<b>10) ACTION: Sensitize and Organise HIV free screening exercises in the municipality</b>	
<b>Description of action</b>	<p>Statistics on HIV/AIDS in Cameroon shows that, the prevalence rate on HIV/AIDS in Cameroon has increased within the general population from 0.5% in 1987 to 5.5% in 2005. The report equally points out that, the number of persons living with HIV/AIDS is 510.000, within which 286.000 are women above 15years and 35 000 are children between 0 to 14 years. These statistics further show that, in 2005, there were 240 000 orphans and in 2004, statistics showed a 6.8% infection rate among women as opposed to 4.1% among men within the same age group of 15-49years.</p> <p>Identifying the highest hit Regions in Cameroon, this report shows the North west Region with the highest prevalence rate of 11.9% and within the NWR the municipality of Bali has the highest prevalence rate. The prevalence of HIV/AIDS in the locality is spreading due to a number of risk factors: unprotected sex, media assimilation, night clubs, premature sex, poor usage of condoms, indiscriminate sex, poorly treated STDS, alcoholism, drug abuse, prostitution, juvenile delinquency, pornography, indecent dressing, lack of dialogue with parents, among others.</p> <p>This project intends to carry out massive and intensive sensitisation and free screening exercises. It will also put in place a program to assist infected and affected persons and families.</p>
<b>Specific objective</b>	Reduce the spread of the HIV AIDS epidemic
<b>Expected impact</b>	The rising rate of orphans is reduced
<b>Beneficiaries</b>	Infected and affected persons
<b>Detail cost</b>	<ul style="list-style-type: none"> <li>- Organize testimonies by victims <b>200.000</b></li> <li>- Project educative films, display posters <b>1.000.000</b></li> <li>- Organize and carry out radio talks <b>300.000</b></li> <li>- Write newspaper articles <b>1.000.000</b></li> <li>- Organize road march wearing T-shirts with anti AIDS slogans <b>3.000.000</b></li> <li>- Distribute drugs, give financial support and condoms <b>6.000.000</b></li> <li>- Carry out free Screening exercises in the municipality <b>500.000</b></li> </ul> <p style="text-align: right;"><b>TOTAL COST= 12.000.000</b></p>
<b>Implementation time frame</b>	July 2009 – June 2014
<b>Financing</b>	Council/Donors
<b>Expected results</b>	<ul style="list-style-type: none"> <li>- Increase in number of persons who participate in free screening exercises</li> <li>- Risk factors leading to the spread of AIDS is reduced</li> </ul>
<b>Risk factors</b>	<ul style="list-style-type: none"> <li>- Synergy amongst various actors working in the fight against AIDS</li> <li>- Willingness of population to accept behaviour change</li> </ul>

<b>11) ACTION: Carry out lobbying and advocacy for the creation of a technical/ vocational school</b>	
<b>Description of action</b>	<p>The Bali Sub-Division has a total of 32 primary and 7 secondary schools. The Council spends over a million francs annually towards support to schools. This support is also beefed up by the efforts of NGOs in the area and some foreign partners. Apart from Prescraft which carries out some training on crafts making, there are no regular vocational training schools. This has a number of negative consequences on the municipality. The municipality faces limited skilled technical man power; many youths are unemployment due to the type of education pursued and thus rural exodus by youths.</p> <p>The project will lobby for the creation of more technical/vocational schools in Bali and will encourage parents to send children to technical/vocational schools</p>
<b>Specific objective</b>	A technical/vocational school is opened in the Bali municipality
<b>Expected impact</b>	available trained manpower in technical/vocational specialisations
<b>Beneficiaries</b>	Youths
<b>Institutional context</b>	
<b>Detail cost</b>	<ul style="list-style-type: none"> <li>- Council to consult traditional authorities for land <b>5.000.000</b></li> <li>- Consult Min of Sec/Technical Education <b>1.000.000</b></li> <li>- Organise fund raising activities and solicit for funds from Gov't, NGO, Viable individuals <b>3.000.000</b></li> <li>- Sensitize parents to send children to voc/technical schools <b>2.500.000</b></li> </ul> <p style="text-align: right;"><b>TOTAL COST= 11.500.000</b></p>
<b>Implementation time frame</b>	July 2009 – June 2014
<b>Financing</b>	Council/Donors
<b>Expected results</b>	<ul style="list-style-type: none"> <li>- Increase employment of youths</li> <li>- Drop in rural exodus by youths</li> </ul>
<b>Risk factors</b>	<ul style="list-style-type: none"> <li>- Government has funds to create school</li> <li>- Local contributions are available</li> </ul>

<b>12) ACTION: Publicize existence of tourist sites in Bali</b>	
<b>Description of action</b>	<p>Bali is endowed with a wealth of tourist attractions related to its history, culture and natural beauty. Many persons in and out of the country however do not know about the massive tourist attractions of the municipality. The council has no communication or information dissemination strategy on tourism.</p> <p>This project aims to establish a structure within the municipality responsible for collecting and promoting adequate information on tourism. It will do this through the following activities: provide adequate site and working tools; establish connections with all institutions and businesses that have impact on tourism; collect and distribute data periodically, as first step towards building a database; produce various publications(brochures) related to tourism;</p> <p>Provide daily information and support services to tourists, businesses and institutions related to tourism.</p>
<b>Specific objective</b>	Promote tourism in the municipality
<b>Expected impact</b>	Tourism becomes one of the major sources of revenue for the municipality
<b>Beneficiaries</b>	Businesses
<b>Detail cost</b>	<ul style="list-style-type: none"> <li>- Creation of tourist agency <b>7.000.000</b></li> <li>- Produce Brochures on tourism in Bali <b>1.000.000</b></li> </ul> <p style="text-align: right;"><b>TOTAL COST= 8.000.000</b></p>
<b>Implementation time frame</b>	July 2009 – June 2014
<b>Financing</b>	Council/Donors
<b>Expected results</b>	<ul style="list-style-type: none"> <li>-Increased number of local and foreign tourists</li> <li>-Increased number of businesses</li> <li>-Reduced unemployment</li> </ul>
<b>Risk factors</b>	<ul style="list-style-type: none"> <li>-Inadequate fund raising</li> <li>-conflict between traditional authorities and council for control of tourism in the municipality</li> </ul>

<b>13) ACTION: Improve on communication and lodging facilities</b>	
<b>Description of action</b>	<p>The Bali annual dance 'lela' alone attracts thousands of tourists every year from as far as Europe and America. The sector however contributes little to the LED of the municipality, as the visitors come only during the day and spend the night out of the locality. Tourism in Bali as in the country is poorly organised and run in an unprofessional way. If properly organised with overnight facilities, tourism would contribute substantially to the economy.</p> <p>The project intends to maintain all roads leading to the tourist site and also ease movement within the area by putting in place a car rental service.</p> <p>The project will encourage business men to improve on accommodation within the municipality.</p>
<b>Specific objective</b>	Increase the number of tourist who visit and spend the night in the municipality
<b>Expected impact</b>	Tourism becomes one of the major sources of revenue for the municipality
<b>Beneficiaries</b>	Business persons
<b>Detail cost</b>	<ul style="list-style-type: none"> <li>- Provide Car rental service (2 cars) <b>25.000.000</b></li> <li>- Maintain roads leading to tourist sites <b>35.000.000</b></li> </ul> <p style="text-align: right;"><b>TOTAL COST=60.000.000</b></p>
<b>Implementation time frame</b>	July 2009 – June 2014
<b>Financing</b>	Council/Donors
<b>Expected results</b>	<ul style="list-style-type: none"> <li>- More tourist sleep in Bali</li> <li>- Movement within the municipality is improved</li> </ul>
<b>Risk factors</b>	Funds are available