

REPUBLIC OF CAMEROON

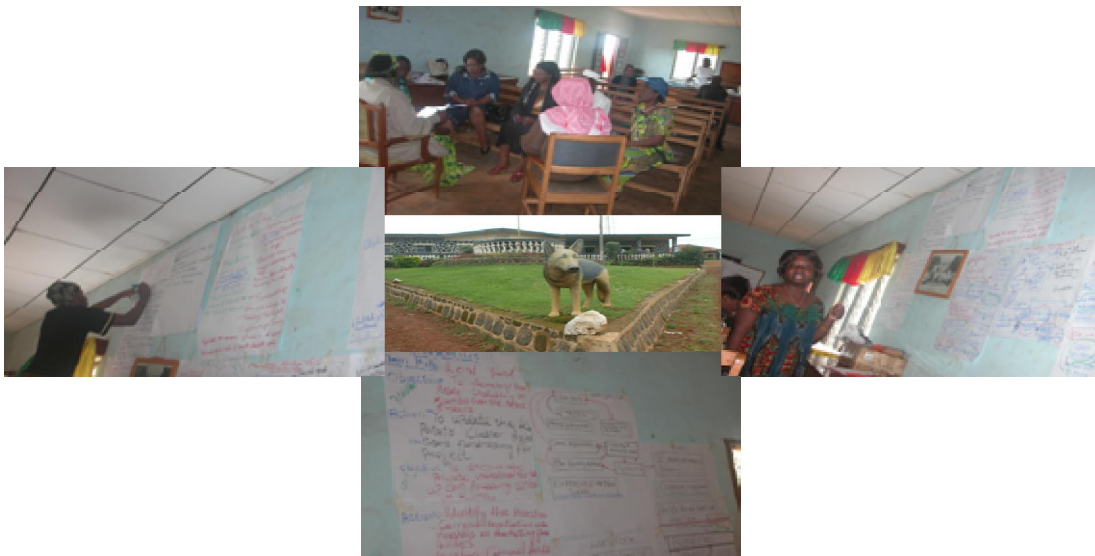
MINISTRY OF TERRITORIAL ADMINISTRATION AND DECENTRALIZATION

NORTH-WEST REGION

BUI DIVISION

KUMBO SUB DIVISION

KUMBO COUNCIL



STRATEGIC PLAN (2009-2013)

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International Labour Office



Bureau International du Travail

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

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FOREWORD (SDO BUI)

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BACKGROUND

The “Poverty reduction in communities vulnerable to child trafficking through the promotion of decent work in the North West region (TC-RAM) Project” is financed by the Global Netherlands under the Netherlands/ILO Cooperation Programme (NICP) and implemented by a Bamenda-based unit of the ILO Central Africa Regional Office in Yaoundé.

As a contribution to achieving the MDG1 goal of “Reducing the poverty rate by half by 2015 compared to its level in 1990”, TC-RAM project development objective is to “increase income opportunities within communities vulnerable to child-trafficking through local economic development”. Conceptual avenues adopted for project implementation to make that happen are portrayed in the two project immediate objectives: (i) A gender-sensitive knowledge base on the potentials of targeted communities is developed and made operational; and (ii) women and men have opportunities to equitable access to productive work in the framework of the local development plans.

Central to this strategy is the involvement and empowerment of local economic development players at the grassroots level including the poorest, the mobilization of local existing resources and assets, and strong public-private partnerships (local government, the private sector, and civil society) for the economic advancement of the municipality. In that line, a consultant was hired to facilitate a 5-day workshop in order to mainstream local economic development (LED), child trafficking, HIV/AIDS, gender, and indigenous and tribal people (ITP) issues into the existing Kumbo Council’s Strategic Plan 2009-2013 (see article 1 of the assignment contract n° 09-2009/TC-RAM of June 5, 2009).

The process of developing the LED strategy of kumbo

On June 8-12, 2009, the workshop in Kumbo brought together 22 local contributors, including the members of the working group on planning erected by council order. Based on information related to the functions and agents in a market economy, the circular flow of goods and services and factors of production, the participants have identified the sectors of economic activity in the Kumbo municipality that gather most of the active people, and analyzed the problems faced by agents in those sectors i.e. the constraints and threats to growth and the possible solutions. Finally, the participants drafted specific strategies to achieve sector objectives, making together the Kumbo LED Strategy for 2009-2013.

1. SITUATIONAL ANALYSIS OF THE KUMBO MUNICIPALITY

Kumbo is the Headquarters of the Bui division in the North West province of Cameroon. The city is situated 6°12 Nord of latitude and 10° 40 Est of longitude. It is located 80 km North East of Bamenda, capital city and main agglomeration of the province. The altitude is about 2000 meters above the sea level, and Mount Oku is the highest point with 3 008 meters.

The North West province covers 17 409 km² out of which Bui division expands over 2252 km² i.e. 12.9% of the provincial land. The average monthly rainfall is 148.2 mm spread over 144 days of rain.

Graph 1 : The North West Province in Cameroon



Source : BEDI. 1987. Cameroun: les 10 provinces. 2nd Ed. Yaoundé

Map 1: Administrative units of the North Wet Province



Based on 1998 estimation figures, Kumbo is the second largest city of the province with about 153 995 inhabitants, and Bui the second most populated division (DIRASSET-BADANG-ITSD-UREDS-CIBLE, 2000¹).

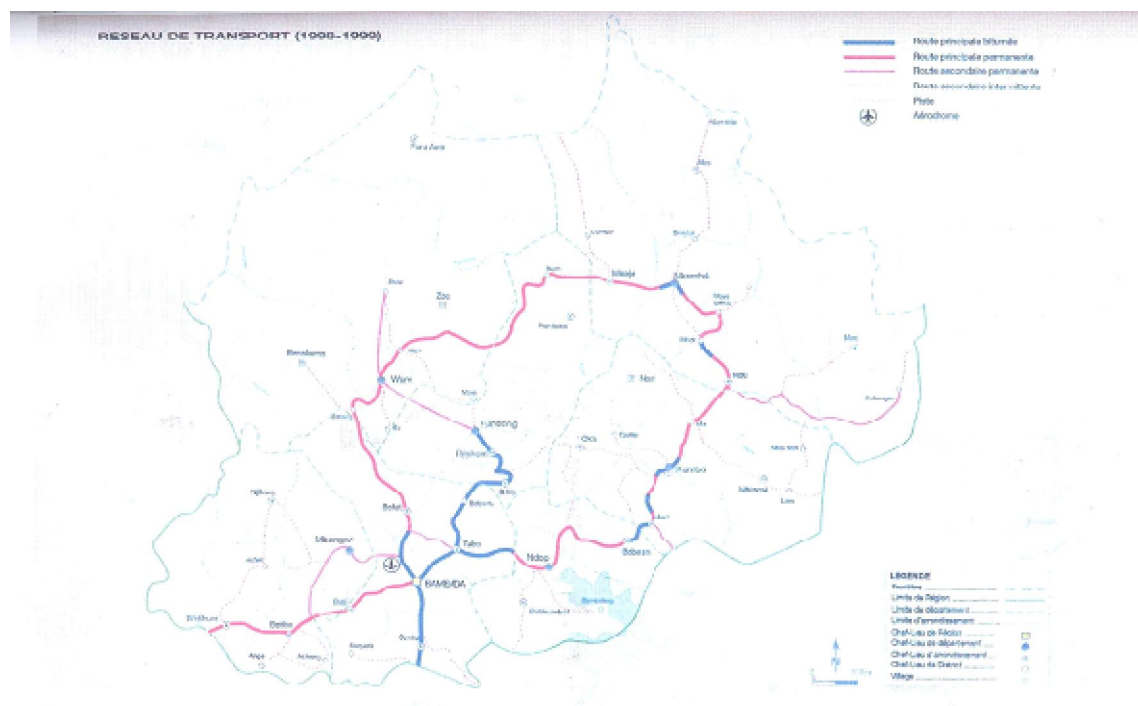
¹ DIRASSET-BADANG-ITSD-UREDS-CIBLE. 2000. Etudes socio-économiques régionales au Cameroun : Eradication de la pauvreté- Amélioration des données sociales. Province du Nord-Ouest. Projet PNUD-OPS CMR/98/005/01/99. Yaoundé

Table 1: Population in the North West Province and Bui division

Division	Subdivision	Population in 1987	Population in 1998	Area (km ²)	Inhabitants/km ² (1998)
<u>Mezam</u>		<u>313 086</u>	<u>511 000</u>	<u>1 841</u>	<u>277.57</u>
<u>Bui</u>		<u>218 064</u>	<u>330 400</u>	<u>2 252</u>	<u>146.71</u>
	Kumbo	93 884	153 995	486.42	316.59
	Mbven	11 952	16 927	702.85	24.08
	Noni	20 331	23 691	319.78	74.08
	Jakiri	36 315	57 738	470.45	122.73
	Oku	55 582	78 049	372.5	286.42
<u>Donga Mantung</u>		<u>226 916</u>	<u>306 600</u>	<u>4 340</u>	<u>70.65</u>
<u>Momo</u>		<u>143 466</u>	<u>164 600</u>	<u>1 734</u>	<u>94.93</u>
<u>Ngo Ketunjia</u>		<u>117 093</u>	<u>150 500</u>	<u>1 117</u>	<u>134.74</u>
<u>Boyo</u>		<u>114 102</u>	<u>137 700</u>	<u>163.6</u>	<u>84.17</u>
<u>Menchum</u>		<u>105 664</u>	<u>124 800</u>	<u>4 489</u>	<u>27.80</u>
Total		1 238 391	1 725 600	17 409	99.12

Based on data on the 1987 Population Census and estimates, the population in Bui comprises 51.2% and 48.8% of women and men respectively (Republic of Cameroon, 1995:97²).

Map 2: Road network in the North West province



Source: DIRASSET-BADANG-ITSD-UREDS-CIBLE, 2000.

² Republic of Cameroon. 1995. Statistics Year Book for the North West Province, 1987/88 – 1993/94

There are no industrial or manufacturing activities in Kumbo. The economy is dominated by agriculture with farmers representing about 80% of the total population. Agricultural produce is traded in kind with little or no processing in local markets or beyond. However, livestock production namely cattle provide economic occupation to by Mbororo in the pasture lands. Local people are also engaged in livestock. Most of the businesses are of informal type favoured by cross border trade with the neighbouring Nigeria. Rainfall, landscape, soil quality and diversity are appropriate for agriculture opening huge potentials for local development. Despite the existence of various potential attractions (natural landscape, cultural art works), the tourism sector is still to bloom.

The institutional concentration of Kumbo makes a comparative advantage against the neighbouring municipalities. Empirical evidence shows a growing population and SME business activities. Civil servants resident in the municipality usually move to Bamenda or beyond to shop manufactured goods and hire various services from craftsmen, resulting in loss of market share that should be capture back in order to fuel local economic development.

While the “Ring Road” bridges the headquarters of 6 over 7 divisions in the province, the poor status of roads linking major villages and Kumbo to Bamenda is a major constraint to the development of the local economy.

1.1. Child labour

A rapid diagnostic study based on a participatory action–research initiated by the project has been carried out in Bali, Wum and Kumbo council areas of the North West region of the country. The remaining of this section is excerpted from the report of that study³.

Kumbo municipality was previously known as a supply zone of child trafficking but investigation revealed it to equally be a transit as well as a receiving area. Children come from surrounding Oku, Mbiame, Noni, Ndu, Nwa, and abroad from Nigeria. Part of these children is used within the zone and the rest is sent out in receiving areas in the country. Among the major, causes of child trafficking include cultural perceptions and practices, porous borders, school drop out, weak legal and regulatory environment, poor access to information, early parenthood, and non registration of children at birth. Child trafficking and exploitation remains a not-to-well studied phenomenon in the region.

The understanding of the notion of exploitation within the region is not exactly that of the international community based on legal definition. Labour is a very vital aspect of grooming the child to fit in his/her society (father to son trades, mother to girls’ trades, and the tradition of entrustment). Placement and entrustments of one’s child to other families for care, education and upbringing was normal and salutary communal act of solidarity. Tradition of child placement turns out to be exploitative for commercial interest.

In the absence of reliable statistics the number of potential children beneficiaries of the project that is children victims or vulnerable to child trafficking and exploitation is estimated at 30000 individuals.

Proposed solutions cover legal actions, sensitization and advocacy campaigns as well as education and training. Setting up an alert system can potentially contribute to fight against the phenomenon. However, widespread ignorance of existing laws and poverty are major challenges still to overcome.

³ ILO. No date. Thematic Data Sheet Child Labour in Kumbo Council Area. TC-RAM Project Document. Bamenda: Cameroon

1.2. Gender imbalances

A diagnostic study⁴ initiated by the project found that despite constitutional provisions recognizing women's rights, women still do not enjoy the same rights and privileges like men. Religion and cultural traditions are at the heart of that situation of gender imbalance against women.

Women possess limited ownership rights and decision making rights. Traditionally, women are not supposed to inherit. On the contrary, they are to be inherited by a brother in-law in the event of the death of their spouse. The property left by a deceased husband is controlled by his successor who traditionally is either his son or brother. She is still expected to consult and get approval from her sons and brother –in-laws before taking major decisions on the inherited property when she is allowed to as in legal marriages. Following the same pattern, women don't own land and property, as they themselves are considered as property. Limited access and/or control over production resources like land a key resource in poor communities also limits the economic possibilities open to women. Moreover, women will need the consent of their husbands to attend a meeting, carry out commercial activities that take them especially out of their communities. In politics, very few women are members of the traditional council in Kumbo. Whenever women are represented in decision making arenas, they occupied the lowest ranks of leadership positions. Also the criteria for selecting these women, which is that they are elderly respectful women who know the culture, limits the quality of debates they will put up in council meetings. Women are not supposed to lead discussions in meetings with men, nor argue decisions taken by men. Among the Mbororo, women don't sit in the same position with men in meetings. Girls of about 12-14years are being sent into marriage. In the Mbororo community some are simply being forced into marriage without their consent. In addition, men have the right to get married to as many wives as they want, while the reverse is not true for women. In the local tradition and among Christians and Muslims that form the population of Kumbo, girls are socialised into becoming good wives/mothers and to treat men as superiors, while boys are socialised into becoming heads of households. There is a traditional preference for the male child over the female, with a sexual division of labour. Women duty in the family is mainly housekeeping.

1.3. Indigenous and tribal people (ITP)⁵

Mbororo is an indigenous community in the North West region. It can broadly be categorised into two major lineages or clans; the *Aku (Aku-en in plural)* and *Jaafun (Jaafun-en in plural)*. Several families of these sub-groups are also common; including the *Goshi-en, Dakanko-en, Bawanko-en, Jarumanko-en Gamadanko-en, Takonko-en*, etc. In a recent study carried out by INADES-FORMATION (2007), the key features of the Mbororo include "being born of Mbororo parents, speaks Fulfulde, practices Pulaaku, lives in isolation (generally on hills in bushes), practices a (semi)nomadic lifestyle, rears cattle and depends on them for survival, is a Muslim by faith and uses cow milk as primary food". The social organization of Mbororo communities is based on small, structurally interdependent but equal and autonomous units. Cattle or animal gifts and loans between individuals and households are the mechanisms by which redistribution takes place to ensure that individuals and households have enough cattle for their needs. Livestock serves as a savings account, ready source of cash, and means of entreating social relations within the community. The following table maps key socioeconomic aspects of the Mbororo community.

⁴ ILO. No date. Thematic Data Sheet on Gender in Kumbo Council Area. TC-RAM Project Document. Bamenda: Cameroon

⁵ Excerpt from "ILO. No date. Thematic Data Sheet Socioeconomic development of ITP in Kumbo Council Area" TC-RAM Project Document. Bamenda: Cameroon.

Table 2: Mbororo establishments, lineages and leaders in the Bui division

Sub-division	Transhumance areas	Encampment	Name of main lineage	Clan leader
Kumbo central	Noni/Mbohnsoh	Belen	Jaafun (Goshi, Dakanko)	Ardo Manu
		Tadu		Ardo Yougouda
		Banten		Ardo Kabi
Jakiri	Babessi and other villages of Ndop central sub-division	Ngurowa	Jaafun (Bawanko, Jarumanko and Gamadanko)	Ardo Amadu
		Barare		Ardo Kaminu
		Kifum		Ardo Igih
		Tan		Ardo Kaminu
		Verkovi		
Nkum	Noni/Mbohnsoh	Takija	Jaafun (Toukonko)	Ardo Adamou Belo
		Kuvlu		Ardo Bouba
Mven	Mbaw, Lip Plains and Mbohnsoh	Dzemkir	Aku Jaafun (Goshi)	Ardo Hamadou
		Shukan		Ardo Dewa
		Janawa		Ardo Dewa
		Kovki		Ardo Joli
		Shukov		Ardo Jidadado
Noni	Noni/Mbohnsoh	Banti	Aku	Ardo Moumini
		Liasin		Ardo Jimira
		Upper noni		Ardo Hassan Oumarou
Oku/Belo		Ngemsiboh	Jaafun	Ardo Belo

Source: ILO. No date. Thematic Data Sheet Socioeconomic development of ITP in Kumbo Council Area

Participation of Mbororo in development policy making and to its benefits is rather limited. Although the community has one councillor in the Kumbo council, development initiatives have been sporadic and not directed to the aspirations and real needs of the Mbororo. Heifer Project International has scaled down its operations for and with the Mbororo and Plan Cameroon interventions are selective and only target issues related to child rights promotion within Mbororo communities. This situation has three possible reasons: the isolation Mbororo encampments, discrete lifestyles of the Mbororo due to exigency of *Pulaaku*, and rush of donors for interventions that produce immediate rather than long term results. In addition, political constraints are binding. Even the Mbororo who are born and grown up in the region are counted by native populations as descendants of strangers with limited rights to land, pastures and water resources.

The development of the Mbororo community faces great challenges including: labour shortages, conflicts over the use of local resources (land, water) with native populations especially the farmers, institutional capacity of civil society organizations in their community, and inadequate education that does not properly integrate their culture, value systems and needs.

1.4. HIV/AIDS⁶ in Kumbo

Citing medical sources, ILO (no date: p.1)⁷ indicates that “although there has been a drop in the infection rate over the last four years, the [North West] region still remains the highest hit in the country”, and that “about 80% of the population in Kumbo is aware of the existence of the pandemic”. Women are the highest hit group of persons followed by youth, children and lastly men. Teachers (especially primary school teachers) and farmers are among the most infected group of persons reported in hospitals.

Determinants of HIV/AIDS prevalence among women in the area include the following:

⁶ Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome

⁷ ILO. No date. Thematic Data Sheet on HIV/AIDS in Kumbo Council Area. TC-RAM Project Document. Bamenda: Cameroon

- Poverty: Women’s poverty level exposes them to unhealthy sexual practices in order to get money;
- Unemployment rate: Due to the high unemployment rate in the country, some girls get into unprotected sexual practices as a trade-off for employment opportunities;
- Multiple partners: There is equally a high rate of infidelity among women in all the communities that render them vulnerable to contracting the virus;
- Polygamy: Polygamy is a cultural practice in this community among Muslims and Christians. Most often, men in their search for younger wives get married to young infected girls from whom they contract the virus and spread to their other wife/wives. The man may equally be infected by an unfaithful wife, and then he in turn infects his other wives;
- Widow inheritance: Most often the men who inherit their brothers’ widows, or those who either remarry or just have sexual relationships with widows do not find out what killed their husbands. Sometimes, some of these women have been infected by their deceased husbands and so getting married or having sexual relationships with already married men exposes their wives to the risk of contracting the virus;
- Lack of decision making power on the use of contraceptives: Traditionally, the woman has no right over her sexuality, and sexual relationship between a husband and a wife is meant to satisfy the man’s sexual craving as well as for procreation. This therefore limits women’s choice to use condoms with their husbands. Any woman who attempts to do that is accused of infidelity by her husband.

Among the youth, which constitutes the next group of infected persons after women within the communities, elements such as premarital sex, sexual abuse (especially in schools, where teachers exchange marks for sex), especially among girls, “sugar mammas” (old women who go after young boys with the aid of money), pornography, peer influence (where youth imitate their friends in having sex partners or enjoying the same luxuries e.g. owning mobile phones, wearing designers clothes, shoes etc) and unemployment rate, were identified as factors that have contributed in exposing the youth to contracting the virus. Table 3 below reports the risk zones and risk factors in Kumbo.

Table 3: HIV/AIDS Risk zones and risk factors in Kumbo

Risk zones	Risk Factors
Barbing/hairdressing saloons	Use of needles not sterilised/shaving equipment
Shrines/temples of tradi-practitioners	Use of contaminated blades
Bars/off-licenses	Excess alcohol
Video clubs	Exposure to pornography
Funeral compounds	Excess alcohol
Ceremonial grounds	Excess alcohol
Hospitals	Use of not sterilised syringes
Schools	Sexual abuse, peer influence, poverty

Source: ILO. No date. Thematic Data Sheet on HIV/AIDS in Kumbo Council Area

Major challenges in fighting the spread of HIW/AIDS in the region are ignorance and socio-cultural factors including: (i) people have a general tendency to associate illnesses (especially when the patient is sick for long) and deaths to either witchcraft, failure to respect some cultural rights by the sick person, or cultism; (ii) HIV/AIDS is perceived by some community members (among which majority being the youth) as a birth control strategy in Africa perpetuated by the Western society; (iii) Still some people’s perception on the use of condoms is that they are a factor to promote infidelity; (iv) shortage of sustainable funding for the local response initiatives; (v) duplication of HIV/AIDS targeted interventions by government, NGO, and churches.

1.5. Key potential sources of economic growth

In order to ensure welfare impacts in terms of employment and decent work generation to the maximum of Kumbo dwellers, participants to the LED Strategic Planning Workshop were asked to select the main economic sectors that currently employ most of the population. The results are presented in table 4 below.

Table 4 : The main occupational sectors in Kumbo

Occupational sectors
Subsistence farming
Commercial/gardening farming
Livestock farming
Honey production
Trading/craft/”Call boxes”
Transportation
Traditional healing
Quarry
Public services (civil servants)
Other occupations

Source : LED Strategic Planning Workshop in Kumbo, June 2009

1.6. Local Economy Problems, Causes, and Solutions

A participatory analysis of the problems specific to each of the main occupational sectors resulted in the subsequent tables presented below.

1.6.1. Commercial/gardening farming

Table 5 : Analysis of problems in the farming sector in Kumbo

Problems	Causes	Consequences	Solutions
Low income	Limited farming activities in the dry season	Missed income opportunities	Develop the potato industry over the next 5 years
	Low yield		Encourage private investors to set up corn processing units in Kumbo
Low crop yield	Crop destroyed by stray animals		
	Crop attacked by pests and diseases		
	Soil degradation		Improve soil fertility management to increase crop yield and eradicate farmers/graziers conflicts
	Poor farming methods (Ankara practice)	Soil degradation	
	Improved seeds are expensive	Limited access to improved seeds	
	Shortage of extension staff	Ignorance of improved farming practices	Develop partnerships with existing development projects

Source : LED Strategic Planning Workshop in Kumbo, June 2009

1.6.2. Livestock production

Table 6 : Analysis of problems in the livestock sector in Kumbo

Problems	Causes	Consequences	Solutions
Conflicts between farmers and graziers	Encroachment of farmers into grazing lands (in search for more fertile lands)	Grazing lands are reduced	Promote the adoption of modern livestock production systems in Mbororo communities
		Inadequate supply of grass during dry season	
		Livestock eat crops	
Low productivity and income	Cows are infected by untreatable diseases		
	Inadequate supply of grass during dry season		
Poultry feed is expensive		Commercial margins are small	
So many diseases	Ignorance of prophylactic measures	Farmers do not vaccinate their birds	Improve poultry management practices (choice of breeds, hygienic conditions, immunization, housing conditions)

Source : LED Strategic Planning Workshop in Kumbo, June 2009

1.6.3. Transportation

Table 7 : Analysis of problems in the transportation sector in Kumbo

Problems	Causes	Consequences	Solutions
Lower income than what could be potentially earned	Use of 2 nd hand bikes	High fuel consumption	Facilitate the purchase of brand new bikes instead of 2 nd hand ones
	Bad roads	Frequent repairs & high maintenance costs	Ensure regular road maintenance
	Poor assessment of businesses by tax officers	Taxes not commensurate with income of bike riders	Carry out specialized studies on small businesses in the Kumbo municipality
High risk of spreading HIV & sexually transmitted diseases to spouses	Driving long distances & spend time away from home	Drivers visit concubines	Distribute condoms
			Continue sensitization campaigns targeting drivers
High mortality of drivers and their passengers	High alcohol consumption	High rate of road accidents	Educate drivers on the risks of drunk driving
	Ignorance of highway code		Educate drivers on highway code
	Corruption	Trespassing of highway code (overloading)	Enforce road safety laws from Ministry of Transport
		Harassment by police officers	Organize drivers into a union to tackle corruption & harassment
			Sensitize drivers on their rights and duties as road users
Encourage the Bureau at the council to handle complaints from drivers			

Source : LED Strategic Planning Workshop in Kumbo, June 2009

1.6.4. Trading of goods and craft (services)

Table 8 : Analysis of problems in the trading and craft sector in Kumbo

Problems	Causes	Consequences	Solutions	
Lower income than potentially expected	Poor assessment of businesses by tax officers	Taxes not commensurate with income	Carry out specialized studies on small businesses in the Kumbo municipality	
	Easy entry with small initial capital investment	People without adequate skills entering the industry	Offer sponsorship & loans for training to new micro and small business entrepreneurs	
		Inadequate business skills		
				Encourage the provision of adapted business management curricula in existing schools
	Limited access to capital finance	Everyone doing the same thing and replicating businesses	Encourage new innovative business ventures	
	People are risk averse		Establish a grants & loans scheme and open its access to Micro & SMEs	
		No investment in new business areas		
Poverty	Lack of business innovation skills	Encourage local NGOs to offer degree and non degree on-the-job training on business management for Micro & SMEs		
Poor quality of services	Inadequate skills	Customers pay low prices for services		
	Minimal use of appropriate technology	Customers tend to go elsewhere (to other cities)		
Gaps/defaults in service delivery	Shortage of water		Develop new water catchments and extension pipes	
			Protect existing water catchments	
	Shortage of electricity		Carry out studies and action-research on alternative supply systems for electricity	
Child labour and exploitation	Poverty	Early school dropouts	Encourage training schools to enrol children at work	
	Illiteracy of parents		Offer sponsorship & loans for training to victims of child exploitation & trafficking	
	Spread of HIV	High mortality among parents	Distribute condoms	
			Continue sensitization campaigns on AFC practices	
	Cultural beliefs		Continue sensitization campaigns on child exploitation & trafficking	
	Ignorance of law provisions			
No law enforcement		Enforce relevant laws		

Source : LED Strategic Planning Workshop in Kumbo, June 2009

1.6.5. Honey production

Table 9 : Analysis of problems in the honey production sector in Kumbo

Problems	Causes	Consequences	Solutions
Low income	Poor marketing	Sale potential is unmet	Strengthen marketing functions in existing honey unions
			Carry out a sector wide action research to study the value chains and identify growth opportunities
			Promote diversification of honey by-products (wine, candle, wax, polish)
	Low productivity		
Low productivity	Bush fires	Hives are damaged	Reduce the incidence of bush fire by 50% through fire tracing and education of farmers, hunters, smokers, and graziers
	Inadequate harvesting equipments		Supply appropriate harvesting equipments to bee farmers

Source : LED Strategic Planning Workshop in Kumbo, June 2009

1.6.6. Quarries

Table 10 : Analysis of problems in the quarry sector in Kumbo

Problems	Causes	Consequences	Solutions
Damages to worker's health	Low capital investment	Poor techniques & equipments	Facilitate the purchase of basic equipments to workers
Inadequate supply of quarry products	Poor techniques & equipments	Long hours of hard manual work	Promote better working conditions in the industry
No consistency in final products	Free entry into the industry	Inadequate skills	Provide training opportunities to workers
	Absence of standards of production		Promote the establishment of a union for the quarry workers
	Mining is a free good		Levy local taxes to support council budget
Child labour and exploitation	Poverty	Early school dropouts	Develop & implement the scheme "For-Go-To-School" (lunch/breakfast) as incentive to schooling
	Illiteracy of parents		
	Spread of HIV	High mortality among parents	Distribute condoms
	Cultural beliefs		Continue sensitization campaigns on AFC practices
	Ignorance of law provisions		Sensitization campaigns on child labour/exploitation
	No law enforcement		Enforce the relevant laws

Source : LED Strategic Planning Workshop in Kumbo, June 2009

1.6.7. Traditional healing

Table 11 : Analysis of problems in the traditional healing sector in Kumbo

Problems	Causes	Consequences	Solutions
Destruction of medicinal plants	Ignorance of the importance of medicinal plants		Educate population on endemic medicinal plants of the area
	Increase of the population	Farmers search for more fertile lands	Set forest reserves of medicinal plants
		Extension of farm lands	
		Urbanization	
		Deforestation	Promote the cultivation of medicinal plants
Damaged image of traditional medicine	Traditional medicine is associated with superstition	Some persons tend to reject traditional medicine as a source of treatment	Organize promotional campaigns of traditional medicine
	Non hygienic practices		Provide skills to healers on improved sanitary practices
	Poor presentation of treatments		Provide skills to healers on drug processing technology
			Support existing traditional drug processing units in Kumbo
	Traditional healers benefit raised status in the community	Proliferation of charlatans & quacks who don't administer correctly medicine	Organize traditional healers into a single union with certification power
	Poverty & search for quick income		

Source : LED Strategic Planning Workshop in Kumbo, June 2009

1.6.8. Provision of public services

Table 12 : Analysis of problems in providing public services to agricultural sector in Kumbo

Problems	Causes	Consequences	Solutions
Crops destroyed by stray animals	Erratic law enforcement		Enforce relevant laws
			Carry out sensitization campaigns
Frequent farmers/graziers conflicts	Farmers and graziers live in remote places with no accessible roads	No adequate public information on demarcation of land	Carry out targeted sensitization campaigns for local audience
		Difficulty in reaching the masses	
Low crop yield	Improved seeds not available	No access to modern inputs	Develop partnerships with existing public development projects and programs
	Limited subsidy funds from state and others		
	Weak purchasing power (poverty) of farmers		
	No new recruitment of extension staff by government	Insufficient staff to train farmers on modern techniques	
	Weak collaboration between NGOs and public services	Farmers don't have adequate farming skills	
No marketing/storage facilities and other collective services	Not enough government transfers	Insufficient council finance	Build agricultural markets
	Low tax payments by taxpayers - Tax evasion		Improve the management system in existing markets
	Foregone tax revenue opportunities –some council services are not paid for		Establish new paid council services

Source : LED Strategic Planning Workshop in Kumbo, June 2009

Table 13 : Analysis of problems in providing public services to the livestock sector in Kumbo

Problems	Causes	Consequences	Solutions
Farmers/graziers conflicts	Bottlenecks in the procedure of conflict settlement	Erratic commission meetings	Monitor and publish the activities & budget of the commission
	Misuse of commission budget fund	Lack of funds for regular meetings of the commission	
	Bribery and corruption	Parties often unsatisfied by settlement decisions	Update land use plan for the Kumbo municipality Carry out sensitization campaigns on land use demarcation
Many livestock diseases	Civil servants prefer work in towns and regional headquarters	Insufficient livestock personnel	Develop partnerships with existing public development projects and programs
	Malpractices in redeploying civil servants		Lobby central and regional authorities of relevant ministries
	Lack of follow up of public subsidies	Misappropriation of drugs & vaccines	Monitor and publish the results of the activities and budget of public projects in the region
No water for the animals during dry season	Insufficient council funds	Not enough water catchments	Develop new water catchments
		Poor fencing of existing catchments	Protect existing water catchments (fencing)
		Stray animals destroy trees in catchments	
	Adequate skills not available locally		Develop partnerships with suitable NGOs at local and international levels

Source : LED Strategic Planning Workshop in Kumbo, June 2009

Table 14 : Analysis of problems in providing public services to the quarry sector in Kumbo

Problems	Causes	Consequences	Solutions
Massive child labour and exploitation	Cultural beliefs & practices	Resistance of families to change	
	Poverty	Early school dropouts	Develop & implement the scheme "For-Go-To-School" (lunch/breakfast) as incentive to schooling
	Illiteracy of parents		
	Spread of HIV	High mortality among parents	Distribute condoms
			Continue sensitization campaigns on AFC practices
	Ignorance of law provisions		Sensitization campaigns on child labour/exploitation
No law enforcement		Strict enforcement of relevant laws	

Source : LED Strategic Planning Workshop in Kumbo, June 2009

Table 15 : Analysis of problems in providing public services to the businesses in Kumbo

Problems	Causes	Consequences	Solutions
Mbororo are isolated in encampments with limited rights to land, pastures and water resources		Mbororo women are not represented in the business community	Open access of capital & training to Mbororo women
Women enjoy limited economic opportunities	Limited access and/or control of women over productive resources like land, a key resource in Kumbo communities	Women are mostly engaged in petty trade businesses	Establish a grants & loans scheme and open its access to women entrepreneurs
	Women lack key business skills		Offer sponsorship & loans for training to women
			Provide coaching services to women entrepreneurs

Source : LED Strategic Planning Workshop in Kumbo, June 2009

2. ANALYSIS OF STAKEHOLDER'S INTERESTS, IMPORTANCE AND INFLUENCE

According to Rietbergen-McCracken & Narayan (1998:69)⁸, “stakeholder Analysis addresses the fundamental questions of: (i) Who are the key stakeholders in the project or study being undertaken or proposed? (ii) What are the interests of these stakeholders? (iii) How will they be affected by the project? (iv) How influential are the different stakeholders? and (v) Which stakeholders are most important for the success of the project? *Influence* refers to the power that stakeholders have over a project. It can be exercised by controlling the decision making process directly and by facilitating or hindering the project’s implementation. This control may come from a stakeholder’s status or power, or from informal connections with leaders. (...) *Importance*, relates to the degree to which achievement of project objectives depends on the active involvement of a given stakeholder group. Stakeholders who are important to the project are generally those whose needs the project seeks to meet as well as those whose interests converge with the objectives of the project. Some stakeholders may be very important to a project (for instance, rural women in a reproductive health project) but may have very limited influence over the project. These stakeholders may require special efforts to enable them to become active participants to ensure that their needs will indeed be met.”

This model was applied to the Kumbo economy. Results are presented in table 16 below.

⁸ Rietbergen-McCracken, J., and Deepa Narayan. 1998. *Participation and Social Assessment: Tools and Techniques*. Washington D.C.,USA: The World Bank

Table 16 : Interests, Importance and Influence of Stakeholders involved in the LED in Kumbo

Stakeholders	Interest in the LED process	Effects of LED on interests	Stakeholder importance on LED actions	Degree of influence on policies and LED strategies
2.1. LOCAL STAKEHOLDERS				
Kumbo Urban Council (KUC)	The local economy might grow significantly, resources of the council increased, and more well-being for the people; own capacity may get stronger	Positive	+++	+++
Local Consultative Committee of the LED Process (LCC)	The local economy develops in line with the needs of the people in the municipality	Positive	+++	++
Monitoring & Evaluation Committee of the LED Process (M&EC)	LED activities are implemented as planned and generate significant benefits to local people in terms of improved living standards	Positive	+++	+
2.1.1. <u>NGOs and associations</u>				
Banso Irish Potato Farmer's Union (BIPFU)	Led is an opportunity to develop the potato sector and generate more activities to its members; additional resources for the organization's activities	Positive	+++	++
WEICAM	Women rights are promoted; additional resources for the organization's activities	Positive	++	+
SHUMAS	Humanitarian & development services are delivered to people in the municipality; additional resources for the organization's activities	Positive	++	+
SAYO	Youth are involved and benefit the services offered to improve their living standards; additional resources for the organization's activities	Positive	++	+
SHARON		Positive	++	+
NCTUS (TANI)	Needs and interests of local communities are duly considered; additional resources for the organization's activities	Positive	++	+
MBOSCUDA	Mbororo are included in deliberations in the Kumbo society, and they fully enjoy their rights; as an organization, more prominent role in the society	Positive	+++	+++
Tadu Dairy Cooperative Society (TDCS)	Will increase its membership and expand activities to Mbororo graziers; additional resources for the organization's activities	Positive	+++	+

Stakeholders	Interest in the LED process	Effects of LED on interests	Stakeholder importance on LED actions	Degree of influence on policies and LED strategies
Achaba Driver's Association (ADA)	Will grow and be strong counterpart of other stakeholders in the municipality and beyond; additional resources for the organization's activities	Positive	+++	++
BIHKONGBAMFEM	Benefit improved status, strengthened honey industry, and increased financial & social benefits to its members; additional resources for the organization's activities	Positive	+++	++
BERIKIDS	Rights of women and children are more considered in the municipality; additional resources for the organization's activities	Positive	++	+
NAVTI Foundation	Revenue and living standards of local people are improved; additional resources for the organization's activities	Positive	++	+
Himalayan Institute (HI)	Revenue and living standards of local people are improved; additional resources for the organization's activities	Positive	++	+
OIC	People benefit better adapted training to earn their live and become more productive; additional resources for the organization's activities	Positive	+++	+
2.1.2. <u>Business owners</u>				
Quarry owners	Receive some forms of assistance from partnership initiatives developed as part of the LED process Profit margins might be reduced because of more discipline regarding child labour and workplace conditions	Positive, and negative	+++	+++
Investors	Business opportunities are opened at preferential conditions offered by KUC and governmental institutions	Positive	+++	+
Women	Improved access to resources and services required to create or develop their businesses	Positive	+++	+
Households	More and better quality goods and services available in local markets; more income opportunities; more information available on issues constraining the well being of the family (child labour exploitation, HIV)	Positive	+++	+
Traders	More customers with adequate purchasing power; opportunities to build or strengthen business skills;	Positive	+++	+
Farmers	Opportunities to market more produces locally, benefit technical support services and grants or loans; participate more in the decision making process through their organizations	Positive	+++	+

Stakeholders	Interest in the LED process	Effects of LED on interests	Stakeholder importance on LED actions	Degree of influence on policies and LED strategies
2.1.3. <u>Microfinance institutions</u>				
Crédit Communautaire d'Afrique (CCA)	The local economy might grow significantly and create more business opportunities; additional resources for the organization's activities	Positive	+++	++
Cameroon Credit Union League (CamCUL)	The local economy might grow significantly and create more business opportunities; additional resources for the organization's activities	Positive	+++	++
KUBWOSCO	The local economy might grow significantly and create more business opportunities; additional resources for the organization's activities	Positive	+++	++
2.2. EXTERNAL STAKEHOLDERS				
2.2.1. <u>Ministries and public services</u>				
Police	Implementation of the LED activities might result in changes of behaviour and lower delinquency rate, especially regarding road use, and child labour.	Positive	++	++
Gendarmerie		Positive	++	++
Divisional Officer (DO)	Implementation of the LED activities might result in economic growth, lower delinquency rate regarding road use, and child labour, and better living standards in the municipality.	Positive	+++	+++
Sub Divisional Officer (SDO)		Positive	+++	+++
Kumbo Government Technical High School (KTHS)	Opportunity to update and adapt curricula to the needs of the community of local business people, and increase attendance in vocational programs	Positive	+++	+
Kumbo Government High School (KGHS)		Positive	+++	+
<i>Ministries and public services (continued)</i>				
Ministry of Social Affairs (MINAS)		Positive	+++	++
Ministry of Trade (MINCOMMERCE)		Positive	++	++

Stakeholders	Interest in the LED process	Effects of LED on interests	Stakeholder importance on LED actions	Degree of influence on policies and LED strategies
Ministry of Water & Energy (MINEE)		Positive	+++	++
Ministry of Environment and Protection of Nature (MINEP)		Positive	+++	++
Ministry of Economy, Programming, and Regional Planning (MINEPAT)		Positive	+++	++
Ministry of Livestock, Fisheries, and Animal Industries (MINEPIA)		Positive	+++	++
Ministry of Technical Education & Vocational Training, (MINETFOP)		Positive	+++	++
Ministry of Urban Development and Habitat (MINDUH)		Positive	+++	++
Ministry of Finance (MINFI)		Positive	+++	+++
Ministry of Forests & Wildlife (MINFOF)		Positive	+++	++
Ministry of Mines, Industry and Technology Development (MINMIDT)		Positive	+++	+
Ministry of Public Health (MINSANTE)		Positive	+++	++
Ministry of Transports (MINT)		Positive	++	++
Ministry of Public Works (MINTP)		Positive	+++	++
Ministry of Labour and Social Security (MINTSS)		Positive	+++	++

Stakeholders	Interest in the LED process	Effects of LED on interests	Stakeholder importance on LED actions	Degree of influence on policies and LED strategies
2.2.2. <u>Development projects and programs</u>				
Programme national de vulgarisation et de recherche agricole (PNVRA)	Locally owned framework of delivering its services to farmers; LED process may provide additional resources to PNVRA	Positive	++	0
Rural Microfinance Development Support project (PADMIR)	Locally owned framework to implement the project's planned activities and deliver its services to target groups in the municipality	Positive	+++	0
Grass Fields Participatory & Decentralized Rural Development Project (GPDERUDEP)		Positive	+++	0
Solanum Potato Support Project (SPSP)		Positive	+++	0
Projet d'Appui aux petites Activités génératrices de Revenus (PAPAGR)		Positive	+++	0
Programme national d'Appui à la Filière Maïs (PNAFM)		Positive	+++	0
Programme national de Développement des Racines et Tubercules (PNDRT)		Positive	+++	0
Fertilizer Sub-Sector Reform Program (PRSE)		Positive	++	0

Stakeholders	Interest in the LED process	Effects of LED on interests	Stakeholder importance on LED actions	Degree of influence on policies and LED strategies
<i>EXTERNAL STAKEHOLDERS (CONTINUED)</i>				
National Employment Fund (FNE)	The LED process open partnership opportunities and serves as a vehicle to create more decent work for the youth & women	Positive	+++	+
National Governance Program (PNG)	Vehicle to implement some of the activities planned in the PNG strategy to curb corruption and promote good governance	Positive	++	+
2.2.3. <u>Other partners and international organizations</u>				
International Labour Organization (ILO)	Take action against child trafficking & labour exploitation, exclusion of Mbororo in local economy, and gender inequality; generate decent work and economic well being for local communities	Positive	+++	++
Canadian International Development Agency (CIDA)	The opportunity to support a community that owns its future and take steps to improve the well being of its people; opportunity for Canadian citizens to learn from the culture represented in Kumbo	Positive	++	0
UN Industrial Development Agency (ONUDI)	The opportunity to support a community that owns its future and take steps to improve the well being of its people; contribute towards the achievement of the MDGs	Positive	++	0
YARA (fertilizer commercial firm)	Expand its market in Kumbo by encouraging the demand for mineral fertilizers	Positive	++	0
ADER (fertilizer commercial firm)		Positive	++	0
Agricultural Green Revolution in Africa (AGRA)	Support its goal of boosting agricultural productivity and increased food availability in Africa	Positive	++	0
Poultry Inter-Industry Association (AIPA)	Strengthen the position of the organization with more members of significant financial status	Positive	+++	++
African Capacity Building Foundation (ACBF)	Opportunity to fulfil ACBF's goal of building local capacity in African communities	Positive	++	0
New Partnership for African Development (NEPAD)	Partnerships are promoted in the process, especially public-private partnerships managed at the grassroots level	Positive	++	0

Stakeholders	Interest in the LED process	Effects of LED on interests	Stakeholder importance on LED actions	Degree of influence on policies and LED strategies
Ministry of Scientific Research & Innovation (MINRESI)	Improved coordination and synergy of action in implementing its interventions in order to achieve agricultural & rural development outcomes in the municipality; empowerment of local people and appropriation of public development initiatives; creation of opportunities for public-private partnerships for providing public services to the local community	Positive	++	+
International Union for the Conservation of Nature (IUCN)	LED process is a vehicle to promote and implement conservation activities in order to ensure that the economic development paths selected collectively by the community are sustainable	Positive	++	0
Organization for Environmental Protection and Development (OPED)		Positive	++	0
National Participatory Development Program (PNDP)	Improved coordination and synergy of action in implementing its interventions in order to achieve development outcomes in the municipality; empowerment of local people and institutions through the appropriation of public development initiatives	Positive	+++	0
Ordre National des Médecins du Cameroun (ONMC)	Health-related activities synergize the efforts of the Order to regulate the profession of traditional healing in order to safeguard public health	Positive	+++	++
HEIFER Project	Locally owned framework to implement the project's planned activities and deliver its services	Positive	++	0
ECOSUN Solutions	Potential expansion of the market for its goods and services; establish reputation in the country by experimenting successful innovative solutions to energy needs of community and households	Positive	++	0
PEMBINA	Establish reputation in the country by proposing & experimenting successful innovative solutions to energy needs of community and households; expand its program geographical coverage to Cameroon	Positive	++	0
Rural Electrification Authority (AER)	Opportunity to experiment rural electrification regulations & successful innovative solutions to energy needs of community and households	Positive	+++	++
FEICOM	Provide financial investment opportunities	Positive	+++	++
WORLD BANK	Opportunity to expand its project portfolio and support a community that owns its future and take steps to improve the well being of its people; contribute towards the achievement of the MDGs	Positive	++	0

Stakeholders	Interest in the LED process	Effects of LED on interests	Stakeholder importance on LED actions	Degree of influence on policies and LED strategies
UN Fund for Population Activities (UNFPA)	Contribute to the fulfilment of UNFPA's goals by implementing activities to curb the spread of HIV/AIDS, promote gender equity and inclusion of Mbororo	Positive	++	0
US EMBASSY	Opportunity to support a community that owns its future and take steps to improve the well being of its people; strengthen US influence in the country	Positive	++	0
Cameroon Social Marketing Association (ACMS)	Improved coordination and synergy of action in implementing ACMS-type interventions in order to achieve development outcomes in the municipality; empowerment of local people and institutions through the appropriation of collaborative initiatives	Positive	++	0
Japan International Cooperation Agency (JICA)	Opportunity to support a community that owns its future and take steps to improve the well being of its people; strengthen Japan influence in the country	Positive	++	0

Source : LED Strategic Planning Workshop in Kumbo, June 2009

3. CREATING THE FUTURE

As stated in the thematic data sheet⁹ drafted under the initiative of the project “Local economic development encourages public, private and civil society sectors to establish partnerships and collaboratively find local solutions to common economic challenges.” (ILO, n.d.: page 1).

Box 1: Rationale of the LED Strategy

INFLOW :	OUTFLOW :
Money flows in when :	Money flows out when :
<ol style="list-style-type: none"> 1. When local firms sell their products to costumers outside the community (Exports). 2. When councils or citizens bring in funding for outside sources. 	<ol style="list-style-type: none"> 1. Local firms buy their supplies from outside sources. 2. Local households go out of town to buy goods and services. 3. Local employees pay taxes to higher government. 4. Community residents invest their money in outside ventures instead of local business opportunities.
<ol style="list-style-type: none"> 1. What opportunities are there to bring more capital and income into the local economy? 2. What opportunities are available to keep more capital and income in the local economy (plug leaks)? 3. What opportunities are there to support and diversify local enterprises within the existing economy? 	

Source: ILO. No date. Thematic Data Sheet on Local Economy Development (LED) in Kumbo Council Area, p. 2

To achieve the overall objective of keeping the “Bucket [of the local economy] Full”, genuine answers need to be found to the three fundamental questions at the bottom of the above box on LED. Before presenting the answers found by the Planning Committee to these questions, the next section explicit the principles followed during the process.

3.1. The LED Principles

The Kumbo Process of Local Economic Development (LED) Strategic Planning is based on the following principles, also suggested from the ILO experience (ILO, 2008¹⁰):

1. The LED initiatives take place within a specific territory i.e. in the territorial boundary of the Kumbo Council;
2. Inclusiveness (broad representation) and participation of local economic players: The LED Strategy is inspired, owned and managed by actors concerned within the locality, particularly the Mbororo people, since it has a direct impact upon the lives of the local people
3. The identification and mobilisation of local resources have priority over external resources (but which are not ignored in the strategy);

⁹ ILO. No date. Thematic Data Sheet on Local Economy Development (LED) in Kumbo Council Area.

¹⁰ ILO. 2008.

4. The LED strategically focuses on economic potentials and growth, employment and decent work generation and enterprise development;
5. Openness of the economy: it provides bridges from the local to the regional, national, and international markets;
6. Integration in national economic development policy frameworks.

3.2. Terminology

In order to maintain consistency and provide sound basis for communication, working definitions of the relevant concepts are spelled out before describing the elements of the LED strategy, namely the vision, goals, specific sector objectives and strategies.

Kumbo Council. It is the local government body legally established after the election carried out under law on decentralization.

Kumbo Municipality. It designates the geographical area or territory under the jurisdiction of the Kumbo Council.

Local Economic Development Strategy. It is the set of objectives, results and activities designed to foster the economic development in the municipality. It is a subset of the broader Council Strategic Plan. From the LED Strategy, an annual implementation plan or operation plan will be developed every year.

3.3. The vision of Kumbo municipality

The LED strategy for the Kumbo Municipality is but one area of the Council's 2009-2013 Strategic Plan drafted in November 2008 with the support of the TC-RAM Project. The stated vision spells as follows:

Vision of Kumbo council

“Kumbo Council ensures participatory and sustainable development of the municipality through sound and transparent financial management, viable partnerships and strong and informed local institutions.”

Kumbo Council Strategic Plan 2009 to 2013, p.3¹.

The participants then translated this vision into goals and objectives and developed specific strategies to achieve them.

3.4. The goals of the Kumbo led strategy

The LED Strategy for the Kumbo municipality involves a broad range of targeted outcomes and a broad representation of local actors to reach these outcomes by strengthening social cohesion and local public-private partnerships. The policy of the Kumbo Council is to develop a vibrant and fast growing municipal economy, with selected sectors of activities targeted for support in order to spread the benefits of the LED interventions to most of the agents operating in the municipality, especially the poorest and the Mbororo.

The LED Strategy for Kumbo targets 2 articulated goals:

Strategic goal #1: Support growth in the main job-rich sectors of the Kumbo economy

Strategic goal #2: Discourage child labour and trafficking, and promote gender equity and inclusion of Mbororo people in the local economy

To get there, sector specific strategies were developed along with the implementation strategy (the steering of the process and the monitoring & evaluation of results achieved). Local issues related to child labour, gender, indigenous people and tribal people (ITP), and HIV/AIDS are dealt with as embedded strategies.

3.5. LED sector outcomes and strategies

In order to tackle the problem identified, generate welfare impacts in terms of decent employment and income status to the maximum of Kumbo dwellers, participants to the LED Strategic Planning Workshop were asked to select the main economic sectors that currently employ most of the population. A participatory analysis of the problems specific to each of the main occupational sectors resulted in graphs presented in annexes 1A to 1N. The sector-specific local economic development (LED) strategies evolved from these analyses carried out in small group work. The results are summarized in the following paragraphs and detailed in table 17.

The order of appearance of the sector is no indication of the priority level.

3.5.1. Commercial/gardening farming

During this 5 year planning horizon, it was agreed that the Council efforts be targeted towards two priority crops: Irish potato and corn. Their cultivation is relatively well established for commercial purposes, and therefore are substantial potential income sources for farmers and their households in the municipality.

Outcome 1: An established Irish potato industry with efficient value chains in the Kumbo municipality over the 5 next years.

To achieve this outcome, the strategy involves the implementation of the industry wide Kumbo Potato Cluster project and the development of a corn processing project to boost agricultural production and generate local economic welfare to farmers and households.

Some years ago, the Council has developed the Kumbo Potato Cluster Project (KPCP) with financial and technical assistance of two separate parties: one in the US and the other in Germany. The US project is a capital intensive large scale venture and the German project is

of medium scale with substantial labour inputs. By principle, the LED gives priority to employment and decent work generation. It shall be reflected in the final decision of selecting projects and investment partners. Before implementation of the KPCP, the agenda involves several actions: Update of the feasibility studies; Negotiation with potential investors; Fundraising; Development of partnerships.

Outcome 2: An established corn processing industry with efficient value chains in the Kumbo municipality over the 5 next years.

To achieve this outcome, the strategy involves the implementation of the development of a corn processing project to boost agricultural production and generate local economic welfare to farmers and households. With the support of the Highly Indebted Poor Countries (HIPC) Funded Maize Sector Development project at the Ministry of Agriculture, the council will encourage private entrepreneurs to invest matching funds in setting up corn processing units. By so doing, it will create significant demand for local maize production and corresponding income to farmers. Yet, a detailed project has to be prepared for the maize industry.

Outcome 3: Farmers have more productive and sustainable soil management practices.

Raising awareness of the need for better soil fertility management and promoting best practices will increase the cultivation period of farms and their productivity, further reducing the need to shift in new plots that is at the heart of land conflicts with graziers. By so doing, land fertility are maintained, crop yields are improved, and encroachment in grazing lands is potentially reduced along with the conflicts that goes with it. Actions include the promotion of fertilizer use and the adoption of better agronomic soil management practices (improved fallowing, crop rotation, etc.).

3.5.2. Livestock production

Cattle and poultry are the main products in this LED Strategy. Cattle involve mostly Mbororo graziers even though others with different ethnicity are engaged.

Outcome 1: Graziers in the Mbororo communities adopt modern livestock production systems (improved pastures, etc.).

Adoption of systems like ranching will improve the livestock productivity through timely and adequate supply of grasses to animals without transhumance, hence eradicating farmers/graziers conflicts over grazing lands. At the same time, their income would increase.

Outcome 2: The profits in poultry production have increased by 75% due to own animal feed processing and better poultry management.

3.5.3. Transportation

Outcome 1: Reduced number of road accidents.

It is to be achieved through a combination of education of bike drivers on the Highway Code and safe, alcohol-free driving, and law enforcement. Achaba Drivers Association is the key player in the implementation of this strategy, along with the Council.

Outcome 2: Income has increased in the transportation sector.

Tackling corruption, educating drivers on their rights, enforcing Highway Code, and facilitating the purchase of brand new bikes have the potential to significantly increase the

income of the economic agents in the transportation sector. Not only has it increased the purchasing power of households, transportation is vital to the development of the local economy.

3.5.4. Trading of goods and craft (services)

Outcome 1: Microentrepreneurs in the trade and craft sector have adequate business skills.

Trading and craft sector is plagued by poor quality of services and defaults in delivery, all problems related to inadequate skills and technology. Financial training sponsorship and incentive packages for existing vocational and technical schools to introduce business management in curricula will be offered in order to encourage skills development among the entrepreneurs in the municipality, especially the disabled, youth and Mbororo people. Degree training and on-the-job training will both be considered, depending on the specific needs and circumstances of the applicant.

Outcome 2: New innovative services available.

For this purpose, a loan & grant scheme will be set up to provide funding to those with documented business plans to start up new innovative businesses or expand existing ones. In addition, the organization of a biennial or annual local trade fair for innovative micro enterprises will help support competition among business people. Microfinance institutions established in the municipality with solid track records of financial intermediation will manage the scheme: reception of applications, loan or grant decision, recollection, etc. The Consultative Committee will oversee the operation of the scheme, with the close supervision of the M&E Committee.

Outcome 3: Decent work opportunities created.

Child labour incidence is significantly high in the sector. Promotion of decent work, information campaigns, and appropriate incentives for schooling and vocational training will be carry out to limit child labour and exploitation. The Council and workers unions will play a central role in the enforcement of the law against child trafficking and exploitation, and the targeting of beneficiaries.

3.5.5. Honey production

Outcome 1: Bee farmer productivity has increased and the incidence of bush fire has dropped by 50%.

Bush fires damage hives, and significantly reduce the productivity and income of bee farmers. Fires are set by hunters, graziers, and farmers for different purposes. Hence, educating these groups on the consequences of bush fires is a potentially promising strategy to change the situation, in addition to fire tracing. Also, it is planned to facilitate the acquisition of modern harvesting equipments to bee farmers in order to catch up with productivity.

Outcome 2: Honey sales revenue of local bee farmers has increased.

Diversification of honey products and the strengthening of marketing functions of the existing honey unions are the strategic avenues in order to develop the economic potential of the honey production sector. However, a prior action-research is needed to study the whole industry value chain. The Council would be well advised to finance or search finance for this groundbreaking study that will formulate ideas to harness the opportunities in this high economic potential industry.

3.5.6. Quarries

Outcome 1: At least one quarry workers union is operational in Kumbo.

A workers union will be instrumental in helping the authorities register workers, disseminate relevant information, collect local taxes, and enforce applicable laws and regulations, particularly the law against child trafficking and exploitation.

Outcome 2: The working conditions are closed to the legal standards.

Workers in quarries, among which there are many children, are exposed to health hazards because of the poor working conditions (long hours of hard manual work, inadequate equipments). Improving the working conditions will probably lead to fewer accidents, healthier workers, and increased effectiveness of the enterprise in terms of consistency of the final products supplied to customers. For that to happen, the workers union will have to play a role in setting the standards in the industry, organizing on-the-job training activities, and the access to the loan & grant scheme for the acquisition of personal protection equipments. Furthermore, disbursing microcredits through a scheme targeted to families of children currently engaged in the quarries will contribute to rapidly open income alternatives hence cutting down child labour incidence in that sector.

3.5.7. Traditional healing

Outcome 1: Known medicinal plants are protected from destruction by further deforestation caused by the extension farm lands and urbanization.

Inventory of medicinal plants endemic in the municipality of Kumbo, education campaign on conserving plant biodiversity, promotion of medicinal plant domestic cultivation, and establishment of forest reserves are all measures to preserve the endemic medicinal plants from extinction in the area, a vital input to the traditional healing industry that helps hundred of household sustain their livelihoods and contribute to the economic development of Kumbo.

Outcome 2: Kumbo traditional healers have gained the image of safe and effective health provider professionals in the municipality and beyond.

Quarks and charlatans are plenty around. They have seriously damaged the image of traditional medicine practitioners. Developing a healers association that will take care of setting up a locally managed certification system, training hygienic practices in patient care to healers, and support the development of existing medicinal plant processing units in Kumbo will up hold the damaged image.

3.5.8. Provision of public services

Outcome 1: Public-private partnerships established for efficient service delivery to the priority sectors.

The Council will develop partnerships for specific projects targeting the priority sectors during the planning horizon. These partnerships with local technical services of the relevant ministry are linked explicitly to the sector-specific strategies described above. In some cases, they involve partnering with NGO to provide quasi-public or public goods and services. They cover extension services to farmers and livestock graziers; training services for better health and safety on workplace to quarry workers and owners, and for hygiene in patient management to traditional healers. Provision of these services is expected to support the economic growth of the targeted sectors.

Outcome 2: Kumbo municipality environment is friendly to micro and small businesses.

Concerning basic economic infrastructures, it involves proper maintenance of major and feeder roads, and the construction of adequate market facilities at strategic locations throughout the municipality. Shortages of water and electricity are a major barrier to business development. As a consequence, alternative sources of rural electricity should be investigated by contacting appropriate partners at the national and international levels to carry out relevant studies. The national rural electrification bill has opened avenues that need to be fully explored in order to close the gap of power energy in Kumbo. In addition, protection of existing water catchments and development of new ones can help cut water shortages. To critically improve the local business environment, a municipal taxation policy that promotes constructive relationships with taxpayers and explicitly takes into account their earning power need to be adopted and widely communicated within the local business community. Fiscal studies to determine optimal taxation levels can contribute to this effort of bringing taxation to a level sustainable to (micro and small) businesses as well as capable of financing public services to local citizens. Microbusinesses have complained of harassment by public officials and corruption. Appropriate local measures to denunciate perpetrators and handle corruption charges are part of the package to make Kumbo attractive to business people. Finally, the council have to take responsibility of enforcing applicable laws and regulations concerning child labour and exploitation through a permanent vigilante system.

Outcome 3: Council revenue from tax collection is increased by 60% by 2014.

3.5.9. Child trafficking & labour exploitation

Outcome: The incidence of child trafficking & labour exploitation is reduced in the municipality.

Relevant actions include the resuscitation of the child trafficking surveillance system, training for rehabilitation to victims, and sensitization campaigns in high risk communities.

3.5.10. HIV/AIDS Control

Outcome: The spread of HIV is reduced in the municipality, especially among the drivers by continuing the sensitisation on abstinence, fidelity and condoms (AFC) and the distribution of condoms.

3.5.11. Promotion of gender equity in local communities

Outcome : More women are represented in formal SME businesses in the municipality by establishment of women window in the distribution of loans & grants as well as training sponsorship grants, and finally by making explicit the plan for inclusion of women in the operation of all partnership projects implemented in the area.

3.5.12. Inclusion of Mbororo in the local economy

Outcome: The share of Mbororo people in the Kumbo economy is increased.

Implementing the Improved pasture promotion project (MIPPP) that concerns their main occupation will certainly foster their economic status, complemented by the establishment of Mbororo window in the distribution of loans & grants as well as training sponsorship grants, and finally by making explicit the plan for their inclusion in the operation of all partnership projects implemented in the area.

Details of the above elements of Kumbo LED Action Plan are presented in Table 17 below.

3.6. Detailed LED Strategic Action Plan

Table 17: The LED Strategic Action Plan

Strategic goal #1: Support growth in the main job-rich sectors of the Kumbo economy

Objectives	Activities/Actions	Time frame	Targets	Actors
3.6.1. A. Crop farming sector				
1. An Irish potato industry with efficient value chains is established in the municipality	1.Update the feasibility studies of the Kumbo potato cluster project (KPCP)	By Dec 2009	Economic & financial analyses updated	BIPFU, private investors, ILO/TC-RAM, MINADER (SPSP, GPDERUDEP, PNVRA), IRAD, MINPMEESA (PAPAGR), MINEPAT, FNE, CIDA, ONUDI, SNV, KUC, consultants, LCC, M&EC
	2.Negotiation with potential investors of the KPCP	By Dec 2009	At least one investor engaged	
	3.Fundraising for KPCP	Dec 2009 - 2011		
	4.Implementation of the Kumbo potato cluster project (KPCP)	June 2010 - 2014	At least 20% of the potato production is locally processed	
	5.Implementation of the Potato sector support partnership project (PSSPP)	Dec 2009 - 2014	Annually, at least 20 potato growers benefit subsidized resources from partnering agencies	
2. Corn processing units are established in the municipality	1.Development of investment opportunity proposals	By March 2010	At 3 corn processing business proposals available	Private investors, ILO/TC-RAM, MINADER (PNAFM, GPDERUDEP, PNVRA), MINPMEESA (PAPAGR), MINEPAT, FNE, CIDA, ONUDI, KUC, consultants, LCC, M&EC
	2.Negotiation with potential investors	Jan 2010-2011	At least 3 investment agreements signed	
	3.Fundraising for CSSPP	Dec 2009 - 2014		
	4.Implementation of corn processing projects	June 2010 - 2014	at least 5 private investors operate corn processing facilities	
	5.Implementation of the corn sector support partnership project (CSSPP)	2010-2014	At least, 3 partnership agreements signed; Annually, at least 30 corn sector operators benefit subsidized resources	
3. Farmers practice improved soil fertility management methods	1.Promotion of improved soil management practices	2010 – 2014	500 farmers continually use the recommended practices	MINADER/Bui, PNVRA, CIG
	2.Implementation of fertilizer subsidy partnership program (FSPP)	March 2010 - 2014	25% more farmers use mineral fertilizers; 50% increase in quantity of fertilizer used among program beneficiaries	YARA, ADER, MINADER/Bui, PRSSE, MINEPAT, AGRA, WEICAM, SHUMAS

Objectives	Activities/Actions	Time frame	Targets	Actors
3.6.2. B. Livestock production				
1. Mbororo graziers adopt modern livestock production (grazing) systems	1.Implementation of the Mbororo improved pasture promotion project (MIPPP)	Sept. 2010 - 2014	90 graziers in the 3 Mbororo communities of Kingomen, Mbuluf, and Nkur	NCTUS (TANI), MBOSCUA, KUC, MINEPIA/Bui, TDCS
	2.Implementation of a Grant & loan scheme	By Sept 2010 to 2014	90 graziers in the 3 Mbororo communities of Kingomen, Mbuluf, and Nkur	Local microfinance institutions (KUWOSCO, CCA), LCC, M&EC
2. The profits of poultry farmers have increased by 75%	1.Training of poultry farmers (feed production techniques, choice of breed, housing, production management, etc.)	By March 2010 to 2014	50 poultry farmers are reached	MINEPIA/Bui, SHUMAS, WEICAM, AIPA, FNE
	2.Implementation of a Grants & Loans Scheme	By August 2010 to 2014	50 poultry farmers/year access financial assistance	Local microfinance institutions (KUWOSCO, CCA), LCC, M&EC
3.6.3. C. Transportation sector				
1. Road accidents are reduced in Kumbo	1.Strengthening the capacity of the car & bike driver's associations	By Dec 2009 through 2014	Organizational performance assessment (OPA) carried out in the Achaba Drivers Association and the Car drivers associations; a 5-year action plan drafted; associations are democratically managed	MINT, KUC, ADA, ILO/TC-RAM, consultants, ACBF
	2.Training of unions' leaders on fighting corruption, participatory decision making, management of unions, etc.	By March 2010 through 2014	All the leadership of drivers association have appropriate union management skills and knowledge	MINT, ILO, ADA, KUC
	3.Education of drivers and bike riders	By March 2010 through 2014	100% bike riders attend at least one education sessions	MINT, ILO, ADA, KUC
	4.Organization of road safety patrols	By Dec 2009 through 2014	Defaulting drivers are fined	MINT, ADA, KUC, Police and Gendarmerie
2. Individual income has increased in the transportation sector	1.Implementation of a Grant & loan scheme	By Jan 2010 through 2014	10 bikes/year are bought or replaced under this scheme	Local microfinance institutions (KUWOSCO, CCA), LCC, M&EC
	2.Study of business value chains in the local transportation industry	By June 2010	Business management models are developed for bike & car transportation	KUC, FNE, ILO, consultants

Objectives	Activities/Actions	Time frame	Targets	Actors
3.6.4. D. Trading of goods and services				
1. Micro entrepreneurs in the trade and craft sector have adequate business skills	1.Design and implementation of the training sponsorship & loan scheme	By Dec 2009 through 2014	Sponsorship and loans are offered to 100 business people annually	LCC, M&EC, KUC, OIC, GTHS, NAVTI, HI, FNE, ILO, microfinance institutions, consultants
	2.Design and implementation of the curricula reform incentive package for vocational & technical schools	By Dec 2009 through 2014	Financial incentives & technical assistance is offered to at least 3 training institutions in Kumbo	
	3.Coaching of SME businesses	By June 2010 through 2014	10 SME owners are coached annually	
2. New innovative services are available locally	1.Implementation of the grants & loans scheme	By Dec 2009 through 2014	At least 100 SME owners receive assistance annually	Local microfinance institutions (KUWOSCO, CCA), LCC, M&EC
	2.Organization of the Kumbo Biennial Trade Fair for Innovative SMEs	2010 – 2014	One Fair with international participants organized starting 2011	KUC, MINCOMMERCE, BIPFU, MINIMIDT, MINADER, MINEPIA, ONUDI, CNUCED, NEPAD
3. Decent work opportunities created	1.Promotion of decent work	By Dec 2009 through 2014	All workers unions are reached by appropriate messages; industry-wide code of conduct are enforced	KUC, ILO, MINTSS, SHUMAS, BERIKIDS, WEICAM
3.6.5. E. Honey production				
1. Bee farmer productivity has increased	1.Education campaigns against bush fires	By Oct. 2010 through 2014	One campaign every week in October	BIHKONGBAMFEM, KUC, SHUMAS, WEICAM, MINEP, ILO
	2.Fire tracing	Oct. every year	75% of bush fires are located and extinguished	
	3.Implementation of the grants & loans scheme	By Dec. 2009 through 2014	Loans to 30 honey farmers for acquisition of harvesting equipments	
2. Honey sales revenue of local bee farmers has increased	1.Action-research study of the honey industry and related value chains	March – June 2010	Detailed report with business proposals available	BIHKONGBAMFEM, MINPMEESA (PAPAGR), MINEPAT, FNE, ILO, CIDA, ONUDI, KUC, consultants, LCC, M&EC
	2.Strengthening marketing functions of honey producers' organizations	June 2010 – Dec 2011	The 2 major honey producer associations or CIG unions are reached	BIHKONGBAMFEM, ILO, SHUMAS, consultants, ACBF
	3.Training for honey product diversification	From Jan 2010	One session for 15 participants every quarter in 2010 through 2011	BIHKONGBAMFEM, FNE, ILO, ONUDI, consultants

Objectives	Activities/Actions	Time frame	Targets	Actors
3.6.6. F. Quarry sector				
1. At least one quarry workers union is operational in Kumbo	1.Organization of quarry workers into unions	Jan – Dec 2010	One union at the level of the municipality gather at least 50% workers of the sector	KUC, MINTSS/Bui, BERIKIDS, MINAS, ILO, ACBF
	2.Training of unions' leaders	March 2010 - 2012	2 annual sessions for all the union's leaders	KUC, MINTSS/Bui, BERIKIDS, MINAS, ILO
2. The working conditions are closed to the legal standards	1.Establishment of quarry industry standards	March – Dec 2010	A Document of Recommended Standards is adopted for the sector by the stakeholders	KUC, MINTSS/Bui, BERIKIDS, MINAS, ILO, ONUDI, ACBF
	2.Implementation of the training sponsorship & loan scheme	March 2010 - 2014	Sponsorship and loans are offered to 25 workers annually	LCC, M&EC, KUC, OIC, GTHS, NAVTI, HI, FNE, ILO, microfinance institutions, consultants
	3.Sensitization campaigns against child exploitation & trafficking	Jan 2010 - 2014	One campaign during every class holidays (Dec, April, July)	KUC, MINTSS/Bui, BERIKIDS, MINAS, ILO, Police
	4.Implementation of the grants & loans scheme	March 2010 - 2014	Grants to 30 quarry workers through the business owners for acquisition of protective equipments in 2010 and loan from 2011 to 2014	Quarry workers' union, Local microfinance institutions (KUWOSCO, CCA), LCC, M&EC
3.6.7. G. Traditional healing				
1. Known medicinal plants are protected from destruction	1.Inventory of endemic medicinal plants of Kumbo	March – June 2010	Most medicinal plants locally known are systematically described	Healers's association, MINRESI, MINEP, IUCN, OPED CAMEROON, PNDP, SHUMAS, WEICAM, SHARON, MINSANTE
	2.Education campaigns for the conservation of medicinal plant biodiversity	July 2010 - 2014	50% of farmers and graziers CIG are reached	Healers's association, MINEP, IUCN, OPED CAMEROON, PNDP, SHUMAS, WEICAM, SHARON
	3.Promotion of the cultivation of domesticated medicinal plants	July 2010 - 2014	10% of farmers and graziers CIG are reached	Healers's association, ICRAF, MINEP, IUCN, OPED CAMEROON, PNDP, SHUMAS, WEICAM, SHARON
	4.Establishment of communal forest reserves	July 2010 - 2014	2 communal medicinal plants reserves are established	KUC, MINFOF, OPED CAMEROON, PNDP, SHUMAS, RFC
2. Kumbo traditional healers have gained the image of safe and effective health provider professionals in the municipality and beyond	1.Organization and strengthening of the Kumbo healers' association	Oct 2009 - 2012	One Kumbo-wide healers association is established; logistical support is provided	Healers's association, MINRESI, MINEP, IUCN, PNDP, SHUMAS, WEICAM, NAVTI, SHARON, MINSANTE, ONMC, ACBF
	2.Design of the traditional healers' certification system project	June 2011 - 2013	Certification is required to practice traditional medicine as a professional	
	3.Training of traditional healers (patient care, safety, processing technology, etc.)	March 2010 - 2014	100% of professional traditional healers are reached with relevant training sessions	
	4.Implementation of the grants & loans scheme for medicinal plant processing	March 2010 - 2014	The NAVTI Medicinal plant processing facility is managed with participation of the healer's association; the facility is supported by loan	Healer's association, Local microfinance institutions (KUWOSCO, CCA), NAVTI Foundation, LCC, M&EC

Objectives	Activities/Actions	Time frame	Targets	Actors
3.6.8. H. Provision of public services				
1. Public-private partnerships established for efficient service delivery to priority sectors	1.Potato Sector Support Partnership Project (PSSPP)	By Dec 2009	At least one official agreement signed	MINADER/SPSP, BIPFU, MINPEMEESA/PAPAGR, ONUDI, ILO, KUC
	2.Corn Sector Support Partnership Project (CSSPP)	By Dec 2009	At least one official agreement signed	MINADER/PNAFM, MINPEMEESA/PAPAGR FNE/PADER, ILO, KUC
	3.Mbororo Improved Pasture Promotion Program (MIPPP)	By March 2010	At least one official agreement signed	MBOSCUA, TDCU, MINEPIA, MINPEMEESA/PAPAGR, ILO, HEIFER INTERNATIONAL, KUC
	4.Safe Sex Partnership Project (SSPP)	By Jan 2010	At least one official agreement signed	KUC, ACMS, CNLS, UNFPA
	5.SME Business Training Partnership Project (SME/BTPP)	By June 2010	At least one official agreement signed	KUC, KUWOSCO, NAVTI, WEICAM, OIC, GTHS, ILO, ONUDI, IFC, World Bank/RRU
	6.Child Exploitation & Trafficking Partnership Project (CETPP)	By March 2010	At least one official agreement signed	KUC, BERIKIDS, ILO, US Embassy
	7.Grants & Loans Partnership Program (GLPP)	By March 2010	At least one official agreement signed	KUC, ILO/TC-RAM, MINPEMEESA/PAPAGR, FNE, local microfinance institutions, PADMIR, PAJER-U, ADAF
	8.Fertilizer Subsidy Partnership project (FSPP)	By Jan 2010	At least one official agreement signed	KUC, BIPFU, PRSSE, GPDERUDEP,
	9.Go-To-School Incentive Project (GTSIP)	By Jan 2010	At least one official agreement signed; 200 children supported/year	KUC, UNICEF, ILO, WFP, BERIKIDS, SHUMAS, WEICAM, NAVTI, MINEDUB, MINESEC (KGHS, KGTHS), MINAS, MINPROFF,
	10.Municipal Land Use Demarcation Project (MLUDP)	By March 2010	At least one official agreement signed	KUC, MINDAF, PNDP/SLM, MINATD, MINDUH
2. Kumbo municipality is friendly to micro and small businesses	1.Implement the Kumbo Council road maintenance program	Sept 2009 - 2014	60% of the road network is maintained as scheduled	KUC, MINDUH, MINTP, MINADER
	2.Construction, maintenance and improvement of market facilities	Sept 2009 - 2014		
	3.Action-research study of alternative electricity supply systems	June – Aug 2010	Report and proposals available; partnership agreement signed by Dec 2011	KUC, ECOSUN, PEMBINA, AER, MINMEE, consultants
	4.Development & protection of water catchments	2010 - 2014	12500 trees planted in 25 catchment areas; fencing completed	KUC, KWA, SHUMAS, WEICAM, MINEP, MINFOF,
	5.Extension of the potable water network	By Jan 2011		
	6.Organization & operation of the municipal Anti-corruption office	By March 2010	A unit to handle corruption complaints of citizens is set up and operational at the Council level	KUC, DO/Bui, PNG, LCC, M&EC, ACBF

Objectives	Activities/Actions	Time frame	Targets	Actors
3. Council tax revenue collection is increased by 60% by 2013	1. Enforcement of laws on tax evaders	By Jan 2010 - 2014	60% drop in delinquency rate	KUC, LCC, MINFI, FEICOM, Police
	2. Establishment of new paid council services	By Dec 2010		KUC,
	3. Education campaigns on tax policies and regulations	2009 - 2014	1 campaign every semester	KUC, MINFI, FEICOM
	4. Action-research study on optimal taxation for local SME	By March 2010	Knowledge of financial characteristics of most informal and SME businesses operating in the municipality	KUC, MINFI, FEICOM, consultants, ILO, World Bank

Strategic goal #2: Discourage child exploitation & trafficking, and promote gender equity and inclusion of Mbororo people in the local economy

Objectives	Activities/Actions	Time frame	Targets	Actors
3.6.9. I. Child trafficking & labour exploitation				
1. The incidence of child trafficking & labour exploitation is reduced in Kumbo	1. Surveillance of child exploitation & trafficking	By Dec 2009 - 2014	A vigilante system is put in place	KUC, Justice & Peace Commission, BERIKIDS, ILO, US Embassy
	2. Training of victims of child exploitation & trafficking	By Jan 2010 - 2014	All reported victims are rehabilitated	
	3. Sensitization campaigns against child exploitation & trafficking	By Dec 2009 - 2014	Quarterly campaigns in high risk areas	
3.6.10. J. HIV/AIDS Control				
1. The spread of HIV has reduced in the municipality, especially among drivers	1. Distribution of condoms	By Jan 2010	At least 60% of car & bike drivers use condoms in extramarital sexual intercourse	KUC, MINSANTE/Bui, ACMS, UNFPA, UNICEF
	2. Sensitization campaigns on AFC practices	By Jan 2010	All car & bike drivers are reached	

Objectives	Activities/Actions	Time frame	Targets	Actors
3.6.11. <u>K. Promotion of gender equity in local communities</u>				
1. More women are represented in formal SME businesses	1.Establishment of a Women window of the Grants & Loans Scheme	Nov 2009 - 2014	At least 10% of women businesses benefit financial support; 60% of grants & loans are offered to women; 75 millions granted to 500 women	KUC, LCC, ILO/TC-RAM, local NGOs, local microfinance institutions, MINPROFF, MINETFOP, FNE, consultants
	2.Establishment of a Women window of the Training Sponsorship & Loan Scheme	Jan 2010 - 2014	60% of grants & loans are offered to women	
	3.Design & implementation of Women Participation Plans (WPPs) for local projects	Permanent	At least 50% of the support provided by partnership projects are offered to women	
3.6.12. <u>L. Inclusion of Mbororo in the local economy</u>				
1. Share of Mbororo contribution is increased in the Kumbo economy	1.Implementation of the Mbororo improved pasture promotion project (MIPPP) (<i>same with action 1B1</i>)	March 2010 - 2014	90 graziers in the 3 Mbororo communities of Kingomen, Mbuluf, and Nkur	NCTUS (TANI), MBOSCUDA, KUC, MINEPIA/Bui, TDCS
	2.Establishment of a Mbororo window of the Grants & Loans Scheme	Nov 2009 – 2014	All Mbororo adopting recommended pasture practice receive a loan/grant	NCTUS (TANI), MBOSCUDA, KUC, MINEPIA/Bui, TDCS
	3.Establishment of a Mbororo window of the Training Sponsorship & Loan Scheme	Jan 2010 - 2014	All participating Mbororo families receive at least one training sponsorship	LCC, M&EC, KUC, OIC, GTHS, NAVTI, HI, FNE, ILO, microfinance institutions, consultants
	4.Design & implementation of Mbororo Participation Plans (WPPs) for local projects	Permanent	Mbororo participate in all partnership projects	KUC, LCC, ILO/TC-RAM, local NGOs, local microfinance institutions, MINPROFF, MINETFOP, FNE, consultants

3.7. Kumbo LED strategies, budget, and sources of financing

The budgeted costs and the financing plan of the LED sector strategies are as follows.

Table 18: Sector recap of the LED Budget and Source of Financing

Activities/Actions	Budget (CFAF)	Sources of financing		%
		Local	External	
A. Crop farming sector	977 100 000	213 265 000	763 835 000	27.8%
B. Livestock production	195 600 000	31 000 000	164 600 000	5.6%
C. Transportation sector	60 300 000	12 150 000	48 150 000	1.7%
D. Trading of goods and services	287 000 000	126 500 000	160 500 000	8.2%
E. Honey production	39 650 000	11 025 000	28 625 000	1.1%
F. Quarry sector	66 718 750	9 393 750	57 325 000	1.9%
G. Traditional healing	70 537 500	25 837 500	44 700 000	2.0%
H. Provision of public services	1 637 625 000	171 912 500	1 465 712 500	46.6%
I. Child trafficking & labour exploitation	33 500 000	0	33 500 000	1.0%
J. HIV/AIDS Control	9 500 000	3 000 000	6 500 000	0.3%
K. Promotion of gender equity in local communities	117 000 000	17 000 000	100 000 000	3.3%
L. Inclusion of Mbororo in the local economy	20 687 500	4 437 500	16 250 000	0.6%
Total	3 515 218 750	625 521 250	2 889 697 500	100.0%

The details of the budget are presented in table 19 in the next pages.

Table 19: The LED Budget and Source of Financing

Strategic goal #1: Support growth in the main job-rich sectors of the Kumbo economy

Code	Activities/Actions	Budget (CFAF)	Sources of financing	
			Local	External
A. Crop farming sector				
1A11	Update the feasibility studies of the Kumbo potato cluster project (KPCP)	5 200 000	200 000	5 000 000
1A12	Negotiation with potential investors of the KPCP	3 500 000	1 000 000	2 500 000
1A13	Fundraising for KPCP	3 500 000	2 100 000	1 400 000
1A14	Implementation of the Kumbo potato cluster project (KPCP)	150 000 000	52 500 000	97 500 000
1A15	Implementation of the Potato sector support partnership project (PSSPP)	115 000 000	15 000 000	100 000 000
1A21	Development of investment opportunity proposals in the corn sector	3 250 000	0	3 250 000
1A22	Negotiation with potential investors	1 500 000	500 000	1 000 000
1A23	Fundraising for the corn sector support partnership project (CSSPP)	1 650 000	465 000	1 185 000
1A24	Set up of corn processing projects	100 000 000	5 000 000	95 000 000
1A25	Implementation of the corn sector support partnership project (CSSPP)	341 000 000	36 500 000	304 500 000
1A31	Promotion of improved soil management practices	37 500 000	0	37 500 000
1A32	Implementation of fertilizer subsidy partnership project (FSPP)	215 000 000	100 000 000	115 000 000
B. Livestock production				
1B11	Implementation of the Mbororo improved pasture promotion project (MIPPP)	16 100 000	5 000 000	11 100 000
1B12	Implementation of a Grant & loan scheme for Mbororo	57 500 000	7 500 000	50 000 000
1B21	Training of poultry farmers (feed production techniques, choice of breed, housing, production management, etc.)	7 000 000	3 500 000	3 500 000
1B22	Implementation of a Grants & Loans Scheme for poultry farmers	115 000 000	15 000 000	100 000 000

Code	Activities/Actions	Budget (CFAF)	Sources of financing	
			Local	External
C. Transportation sector				
1C11	Strengthening the capacity of the car & bike driver's associations	4 500 000	1 250 000	3 250 000
1C12	Training of unions' leaders on fighting corruption, participatory decision making, management of unions, etc.	13 000 000	2 600 000	10 400 000
1C13	Education of drivers and bike riders	7 000 000	2 500 000	4 500 000
1C14	Organization of road safety patrols	950 000	950 000	0
1C21	Implementation of a Grant & loan scheme	28 750 000	3 750 000	25 000 000
1C22	Study of business value chains in the local transportation industry	6 100 000	1 100 000	5 000 000
D. Trading of goods and services				
1D11	Design and implementation of the training sponsorship & loan scheme	28 750 000	3 750 000	25 000 000
1D12	Design and implementation of the curricula reform incentive package for vocational & technical schools	5 750 000	750 000	5 000 000
1D13	Coaching of SME businesses	28 750 000	3 750 000	25 000 000
1D21	Implementation of the Grants & Loans Scheme	28 750 000	3 750 000	25 000 000
1D22	Organization of the Kumbo Biennial Trade Fair for Innovative SMEs	190 000 000	114 000 000	76 000 000
1D31	Promotion of decent work	5 000 000	500 000	4 500 000
E. Honey production				
1E11	Education campaigns against bush fires	5 000 000	1 000 000	4 000 000
1E12	Fire tracing	2 500 000	1 750 000	750 000
1E13	Implementation of the grants & loans scheme for harvesting equipments	6 900 000	900 000	6 000 000
1E21	Action-research study of the honey industry and related value chains	3 750 000	375 000	3 375 000
1E22	Strengthening marketing functions of honey producers' organizations	11 500 000	4 000 000	7 500 000
1E23	Training for honey product diversification	10 000 000	3 000 000	7 000 000

Code	Activities/Actions	Budget (CFAF)	Sources of financing	
			Local	External
F. Quarry sector				
1F11	Organization of quarry workers into unions	5 000 000	1 800 000	3 200 000
1F12	Training of unions' leaders	2 000 000	500 000	1 500 000
1F21	Establishment of quarry industry standards	4 750 000	1 250 000	3 500 000
1F22	Implementation of the training sponsorship & loan scheme	10 781 250	1 406 250	9 375 000
1F23	Sensitization campaigns against child exploitation & trafficking	37 000 000	3 500 000	33 500 000
1F24	Implementation of the Grants & Loans Scheme	7 187 500	937 500	6 250 000
G. Traditional healing				
1G11	Inventory of endemic medicinal plants of Kumbo	10 750 000	3 750 000	7 000 000
1G12	Education campaigns for the conservation of medicinal plant biodiversity	3 500 000	1 250 000	2 250 000
1G13	Promotion of the cultivation of domesticated medicinal plants	13 500 000	8 750 000	4 750 000
1G14	Establishment of communal forest reserves	11 100 000	1 000 000	10 100 000
1G21	Organization and strengthening of the Kumbo healers' association	5 000 000	1 800 000	3 200 000
1G22	Design of the traditional healers' certification system project	6 500 000	5 750 000	750 000
1G23	Training of traditional healers (patient care, safety, processing technology, etc.)	13 000 000	2 600 000	10 400 000
1G24	Implementation of the Grants & Loans Scheme for medicinal plant processing	7 187 500	937 500	6 250 000

Code	Activities/Actions	Budget (CFAF)	Sources of financing	
			Local	External
H. Provision of public services				
1H11	Potato Sector Support Partnership Project (PSSPP)	3 500 000	1 500 000	2 000 000
1H12	Corn Sector Support Partnership Project (CSSPP)	3 500 000	1 500 000	2 000 000
1H13	Mbororo Improved Pasture Promotion Program (MIPPP)	3 500 000	1 500 000	2 000 000
1H14	Safe Sex Partnership Project (SSPP)	1 700 000	700 000	1 000 000
1H15	SME Business Training Partnership Project (SME/BTTP)	3 500 000	1 500 000	2 000 000
1H16	Child Exploitation & Trafficking Partnership Project (CETPP)	4 000 000	500 000	3 500 000
1H17	Grants & Loans Partnership Program (GLPP)	4 000 000	500 000	3 500 000
1H18	Fertilizer Subsidy Partnership project (FSPP)	5 000 000	500 000	4 500 000
1H19	Go-To-School Incentive Project (GTSIP)	31 100 000	500 000	30 600 000
1H1.10	Municipal Land Use Demarcation Project (MLUDP)	11 000 000	2 200 000	8 800 000
1H21	Implement the Kumbo Council road maintenance program	1 297 000 000	129 700 000	1 167 300 000
1H22	Construction, maintenance and improvement of market facilities	109 250 000	10 925 000	98 325 000
1H23	Action-research study of alternative electricity supply systems	14 000 000	1 400 000	12 600 000
1H24	Development & protection of water catchments	50 375 000	5 037 500	45 337 500
1H25	Extension of the potable water network	60 000 000	6 000 000	54 000 000
1H26	Organization & operation of the municipal Anti-corruption office	15 700 000	7 700 000	8 000 000
1H31	Enforcement of laws on tax evasion	1 500 000	0	1 500 000
1H32	Establishment of new paid council services	2 750 000	0	2 750 000
1H33	Education campaigns on tax policies and regulations	6 000 000	0	6 000 000
1H34	Action-research study on optimal taxation for local SME	10 250 000	250 000	10 000 000

Strategic goal #2: Discourage child exploitation & trafficking, and promote gender equity and inclusion of Mbororo people in the local economy

Code	Activities/Actions	Budget (CFAF)	Sources of financing	
			Local	External
I. Child trafficking &labour exploitation				
2I11	Surveillance of child exploitation & trafficking	5 000 000	0	5 000 000
2I12	Training of victims of child exploitation & trafficking	25 000 000	0	25 000 000
2I13	Sensitization campaigns against child exploitation & trafficking	3 500 000	0	3 500 000
J. HIV/AIDS Control				
2J11	Distribution of condoms	6 000 000	3 000 000	3 000 000
2J12	Sensitization campaigns on AFC practices	3 500 000	0	3 500 000
K. Promotion of gender equity in local communities				
2K11	Establishment of a Women window of the Grants & Loans Scheme	86 250 000	11 250 000	75 000 000
2K12	Establishment of a Women window of the Training Sponsorship & Loan Scheme	28 750 000	3 750 000	25 000 000
2K13	Design & implementation of Women Participation Plans (WPPs) for local projects	2 000 000	2 000 000	0
L. Inclusion of Mbororo in the local economy				
2L11	Implementation of the Mbororo improved pasture promotion project (MIPPP)	See action 1B11	See action 1B11	See action 1B11
2L12	Establishment of a Mbororo window of the Grants & Loans Scheme	12 937 500	1 687 500	11 250 000
2L13	Establishment of a Mbororo window of the Training Sponsorship & Loan Scheme	5 750 000	750 000	5 000 000
2L14	Design & implementation of Mbororo Participation Plans (WPPs) for local projects	2 000 000	2 000 000	0

Legend of the action codes: The actions in the table are labelled in the following manner:

1st digit: The Strategic goal

3rd digit: Sequential numbering of the objectives in each sector

Capital letter: The sector

4th digit: Sequential numbering of actions to achieve the related objectives.

4. ORGANIZING THE IMPLEMENTATION OF THE LED STRATEGY

The organization of the implementation involves general operational guidelines, the steering mechanism, and monitoring & evaluation.

4.1. General implementation strategy of the LED actions

The LED Strategy will be implemented mainly through partnerships between the Council and ministries, NGO and private partners. For a successful implementation, it is critical that all tasks involved at the council level and in any partner organization including the Kumbo Council be specifically assigned to a responsible service or cluster of services and officer. For every participating partner, a work breakdown matrix as depicted in table 20 below should always be drafted in order to systematically determine the capacity gaps and the required accompanying measures.

Table 20: Template of the Work Breakdown Structure (WBS)

	A	B	C	D
<i>Target Sector 1</i>				
Activity 1	P	E, I	N	S
Activity 2				
Activity 3				
<i>Target Sector 2</i>				
Activity 1				
Activity 2				

A, B, C, and D: Acronyms of partners (and of responsible officers in partner organizations)
P, E, I, N, and S: Acronyms of actions to be carried out for implementation of activities
P: Participate
E: Prepare
I: Implement (and report)
N: Initiate
S: Supervise

The Kumbo Council and the LCC might agree to open a position might of LED Officer who will be in charge of coordinating the implementation of the LED strategy; search partners and prepare partnership agreement for consideration by the steering committee. In addition this position, some planned activities might be carried out within existing or new specific positions in existing services or new ones.

In carrying out the implementation of the LED strategy, a competitive selection of partners is critical to success, when conditions make it possible. The following steps are suggested:

1. Development of the criteria for the selection of implementing partners
2. KC call for expression of interest to potential partners (for each action or cluster of actions, depending on the specifics of the activity)
3. Establishment of a short list of potential partners for the activity or cluster of activities
4. Request for proposals to short listed partners: technical & financial proposals, and funding strategy (how will the partner raise the fund to match the required budget)

5. Selection of partners based on the criteria set forth
6. Signing of partnership agreements with successful applicants (with a detailed work breakdown structure)
7. Launching of operations
8. Participatory monitoring & evaluation.

4.2. Steering the implementation

A Local Consultative Committee (LCC) with broad representation was set up by official order of the mayor as the steering body of the TC-RAM Project at the municipality level. This LCC will also play the steering role in the implementation of the LED Strategy of the Kumbo Council. The terms of reference (ToR) of the LCC are explicated in the same order of the mayor. However, the ToR should be detailed concerning matters specific to the implementation of the LED Strategy. More important, the financial aspects of member participation need careful attention, particularly the reimbursement of expenses incurred. Failure to do so may jeopardize the sustainability of the participation of some stakeholders in the process.

In the last quarter of the year, the LCC shall be convened to in special meeting to set a detailed operational plan for the next year. To illustrate the point, the operational plan for 2010 is to be designed between October and December 2009. The following matrix in 19 will serve as template for the operational plans.

Table 21: Template of the annual operational plan for the implementation of the LED Strategy

Sector objectives	Activities	Performance indicators	Deadlines	Responsible partners
		<hr style="width: 100%;"/> <i>Baseline</i> <i>Target</i>		

4.3. Monitoring & evaluating the implementation

The Monitoring & Evaluation (M&E) Committee is a body separate from the Local Consultative Committee (LCC) of the TC-RAM Project in charge of the steering of the LED Strategy at the level of the Kumbo municipality. It is smaller in membership. Workshop participants decided to keep it broad in representation and all inclusive, but restricted to thirteen (13) members. Peer organizations will nominate their representative in a way described in its regulations yet to be adopted.

Two meetings of the M&E Committee are planned annually. The monitoring and evaluation plan of activities, the definition of the most appropriate performance indicators, the work breakdown between the participating actors, the budgeting, and funding planning will be cooked out with assistance of the ILO facilitator.

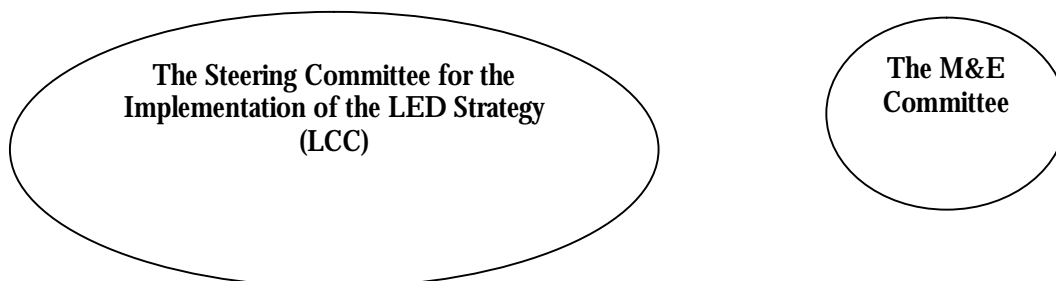


Table 22: Membership of the M&E Committee for Implementation of the LED Strategy

Generic Composition	Designated organization	Name of representative	Contact address
NGO/Association	SAYO		
The Kumbo Council	The Secretary General of KC		
Ministries	MINEPAT		
Traditional rulers	Mbororo Chief in TADU village	Ardo Yougouda Sambo	
Beneficiaries			
Farmers			
Livestock			
Honey producers			
Traditional healers			
Craft sector			
Transportation sector			
Quarry sector			
Donors	ILO		
Religious authorities	Peace & Justice Commission		

Source: Deliberations of the LED workshop participants, Kumbo, June 2009

4.4. Action implementation forms

Action code:		1A11
Action name	Update the feasibility studies of the Kumbo potato cluster project (KPCP)	
Specific objective	Adjust the proposals to reflect current prices and available technologies	
Description of the action	The investors who developed the proposal will be asked to update the studies	
Expected results	Updated proposal with relevant financial variable: IRR, NPV, investment period, tax revenue, value added, etc.	
Beneficiaries	BIPFU and potato farmers	
Institutional context		
Detail cost (in CFAF)	Communication: 200 000 Consultant fees: 5 000 000 <p style="text-align: right;">Total: 5 200 000</p>	
Implementation time frame	By Dec 2009	
Financing	Investors: 5 000 000 KUC: 200 000	
Risk factors		

Action code:		1A12
Action name	Negotiation with potential investors of the KPCP	
Specific objective	Sign an agreement with investors to implement the KPCP	
Description of the action	Search for potential investors & negotiation of terms of the joint venture; design and publication of communication leaflets, radio and TV broadcasts	
Expected results	<ul style="list-style-type: none"> • Investors have better knowledge of the business environment and opportunities available locally • More investors visit the municipality and engage in negotiation for various industrial projects • Local business people have more opportunities for joint venture 	
Beneficiaries	BIPFU and potato farmers; local business people	
Institutional context		
Detail cost (in CFAF)	Hospitalities: 1 000 000 Communication (advertisement): 2 000 000 Consultant fees: 500 000 <p style="text-align: right;">Total: 3 500 000</p>	
Implementation time frame	By Dec 2009	
Financing	KUC: 500 000 BIPFU: 500 000 and Sponsors: 2 500 000	
Risk factors		

Action code:		1A13
Action name	Fundraising for KPCP	
Specific objective	Raise funds to finance the implementation of the KPCP	
Description of the action	Organize several ceremonies and meetings in Kumbo, Douala, and Yaoundé; Solicit by letter potential donors & investors. Interested donors & investors will buy shares of the project.	
Expected results	Matching funds to the budget of the KPCP is available	
Beneficiaries	KPCP Management	
Institutional context		
Detail cost (in CFAF)	Meetings: 1 000 000 Communication: 500 000 Production of gadgets: 1 000 000 Consultant fees: 1 000 000 <p style="text-align: right;">Total: 3 500 000</p>	
Implementation time frame	Dec 2009 – 2011	
Financing	Net sales of gadgets: 1 300 000 BIPFU: 350 000 KUC: 350 000 Sponsors: 1 400 000	
Risk factors		

Action code:		1A14
Action name	Implementation of the Kumbo potato cluster project (KPCP)	
Specific objective	Foster economic growth and improve living standards in the municipality	
Description of the action	Operation of a potato processing facility with supporting activities (extension & training, potato production, transportation, and marketing)	
Expected results	<ul style="list-style-type: none"> • At least 60% of the local potato production is processed within the municipality • Local production of potato is increased by at least 25% • Average potato income of farmers has increased • More taxes are collected from the potato industry chain • KPCP Contractors turn over and salary payroll have increased 	
Beneficiaries	BIPFU, Potato farmers, KUC	
Institutional context		
Detail cost (in FCFA)	150 000 000	
Implementation time frame	June 2010 – 2014	
Financing	Investors: KUC: 15 000 000 BIPFU: 37 500 000 Sponsors/public partners: 97 500 000	
Risk factors		

Action code:		1A15
Action name	Implementation of the Potato sector support partnership project (PSSPP)	
Specific objective	Provide technical & financial services to the target groups, especially access to loans & grants, and technical advices	
Description of the action	<ul style="list-style-type: none"> Capital is deposited in commercial banks to refinance the lending operations of local microfinance institutions to the defined target groups, based on procedures agreed upon; The divisional selection committee (DSC) receives application for public subsidies and selects successful applicants 	
Expected results	<ul style="list-style-type: none"> 100 potato producers receive financial support within the next 5 years The turn over of potato producers has increased by 75% 100 formal jobs are created The average income of participants has increased by 50% KUC tax revenue has increased 	
Beneficiaries	Households; business people; microfinance institutions; commercial banks; KUC	
Institutional context		
Detail cost (CFAF)	Revolving fund: 100 000 000 Recurrent costs: 15 000 000 <p style="text-align: right;">Total: 115 000 000</p>	
Implementation time frame	Dec 2009 - 2014	
Financing	Beneficiaries: 15 000 000 Partners: 100 000 000	
Risk factors		

Action code:		1A21
Action name	Development of investment opportunity proposals in the corn sector	
Specific objective	Identify and study investment opportunities in the corn processing sector in Kumbo	
Description of the action	Consultants are hired to carry out the studies	
Expected results	<ul style="list-style-type: none"> KUC has solid proposals to present and negotiate with potential investors Stakeholders know the capital investment needed to enter the corn processing industry 	
Beneficiaries	Corn producers, investors, KUC	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 2 500 000 Validation meeting: 750 000 <p style="text-align: right;">Total: 3 250 000</p>	
Implementation time frame	By March 2010	
Financing	Partners: 3 250 000	
Risk factors		

Action code:		1A22
Action name	Negotiation with potential investors	
Specific objective	Sign agreements with investors to set up corn processing units	
Description of the action	Search for potential investors & negotiate the terms of agreements to put in place corn processing units; design and publication of communication leaflets, radio and TV broadcasts	
Expected results	<ul style="list-style-type: none"> • Investors have better knowledge of the business environment and opportunities available locally • More investors visit the municipality and engage in negotiation for various industrial projects • Local business people have more opportunities for joint venture 	
Beneficiaries	Corn producers; local business people; KUC; State (taxes)	
Institutional context		
Detail cost (in CFAF)	Hospitalities: 500 000 Communication (advertisement): 1 000 000 <p style="text-align: right;">Total: 1 500 000</p>	
Implementation time frame	Jan 2010 – 2011	
Financing	KUC: 500 000 Partners: 1 000 000	
Risk factors		

Action code:		1A23
Action name	Fundraising for the Corn sector support partnership project (CSSPP)	
Specific objective	Raise funds to match the budget (local contribution) of the CSSP	
Description of the action	Organize several ceremonies and meetings in Kumbo, Douala, and Yaoundé; Solicit by letter potential donors & investors; Launch the Kumbo Union of Corn Producers (KUCP); Interested donors & investors will buy shares in the project.	
Expected results	Matching funds to the budget of the CSSP is available	
Beneficiaries	Corn producers; local business people; households	
Institutional context		
Detail cost (in CFAF)	Meetings: 750 000 Communication: 300 000 Consultant fees: 600 000 <p style="text-align: right;">Total: 1 650 000</p>	
Implementation time frame	Dec 2009 – 2011	
Financing	KUC: 300 000 KUCP: 165 000 Sponsors: 1 185 000	
Risk factors		

Action code:		1A24
Action name	Set up of corn processing projects	
Specific objective	Several corn processing units are operating in Kumbo	
Description of the action	Launching of corn processing facilities	
Expected results	<ul style="list-style-type: none"> • At least 3 units are operating in Kumbo • Value added in the corn industry is increased • At least 200 direct jobs created in the corn industry • Corn production has increased by at least 25% • Corn related tax revenue is increased by 100% 	
Beneficiaries	Corn producers; KUC	
Institutional context		
Detail cost (in CFAF)	Costs of projects: 100 000 000	
Implementation time frame	June 2010 – 2014	
Financing	Private investors: 30 000 000 Partners: 65 000 000 KUC (shares/equity): 5 000 000	
Risk factors		

Action code:		1A25
Action name	Implementation of the corn sector support partnership project (CSSPP)	
Specific objective	Provide technical & financial services to the target groups, especially access to loans & grants, and technical advices	
Description of the action	<ul style="list-style-type: none"> • Capital is deposited in commercial banks to refinance the lending operations of local microfinance institutions to the defined target groups, based on procedures agreed upon; • The divisional receive application for public subsidies and select successful applicants 	
Expected results	<ul style="list-style-type: none"> • The turn over of SMEs in Kumbo has increased by 75% • 500 formal jobs are created • The average income of participants has increased by 50% • KUC tax revenue has increased 	
Beneficiaries	Households; business people; microfinance institutions; commercial banks; KUC	
Institutional context		
Detail cost (CFAF)	Revolving fund: 300 000 000 Recurrent costs: 36 000 000 Preparation costs (including constant fees): 5 000 000 <div style="text-align: right;">Total: 341 000 000</div>	
Implementation time frame	Dec 2009 - 2014	
Financing	KUC: 500 000 Beneficiaries: 36 000 000 <div style="text-align: right;">Partners: 304 500 000</div>	
Risk factors		

Action code:		1A31
Action name	Promotion of improved soil management practices	
Specific objectives	Improved soil management practices (fallowing, rotation, multistage cropping, mineral fertilization, etc.) are adopted by farmers thus reducing the encroachment in grazing lands and the associated farmers-graziers conflicts	
Description of the action	Personnel of MINADER and relevant partners extend the practices to farmers in the municipality and train them how to implement it profitably	
Expected results	<ul style="list-style-type: none"> • 500 farmers continually use the recommended practices • The fertility levels of the soils in the target area are improved • The incidence of farmers-graziers conflicts is reduced • Crop yields have increased by 20% 	
Beneficiaries	Farmers; Graziers; Kumbo communities	
Institutional context		
Detail cost (in CFAF)	Travel: 12 500 000 Furniture: 25 000 000 <p style="text-align: right;">Total: 37 500 000</p>	
Implementation time frame	2010 - 2014	
Financing	MINADER: 1 000 000 Other partners (GPDERUDEP, PNVRA, ICRAF): 36 500 000	
Risk factors		

Action code:		1A32
Action name	Implementation of fertilizer subsidy partnership project (FSPP)	
Specific objective	<ul style="list-style-type: none"> • Increase fertilizer use (tons/ha) and rate among Kumbo farmers • Stop soil fertility decline 	
Description of the action	A fertilizer subsidy scheme is designed to lower the farm gate price of fertilizers and increase access to more farmers, in partnership with commercial firms (YARA, ADER) and relevant partners (PRSSE, GPDERUDEP, MINADER). The scheme will handle about 10,000 bags of various types of fertilizers. The project shall have a profitability demonstration component to present the advantages of mineral fertilization as fertility management method in the short and long run.	
Expected results	<ul style="list-style-type: none"> • More farmers use mineral fertilizer in cropping (fertilizer rate) • The fertilizer use has increased in Kumbo (tons/ha and tons/farmer) • Soil nutrient loss has declined • The yields of main crops have increased 	
Beneficiaries	Farmers; graziers; Kumbo communities	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 5 000 000 Fertilizers: 200 000 000 Travel: 10 000 000 <p style="text-align: right;">Total: 215 000 000</p>	
Implementation time frame	March 2010 - 2014	
Financing	Partners: 115 000 000 Beneficiaries: 100 000 000	
Risk factors		

Action code:		1B11
Action name	Implementation of the Mbororo improved pasture promotion project (MIPPP)	
Specific objective	Improved practices of planting high protein grasses in grazing lands are adopted by Mbororo graziers supply adequate amount of grass including during the dry season, thus reducing the conflicts associated with transhumance and the need for more lands to feed the growing cattle herd	
Description of the action	Personnel of the MINEPIA and relevant partners will provide training services and seeds to about 90 Mbororo graziers in the communities of Kingomen, Mbuluf, and Nkur, complemented with loans to hire extra labour for the planting.	
Expected results	<ul style="list-style-type: none"> • Grazing lands are planted with protein rich grasses • Transhumance is lowered in Kumbo • Incidence of Farmers-graziers conflicts is reduced • Cattle production is increased 	
Beneficiaries	Graziers; farmers; Kumbo communities and officers	
Institutional context		
Detail cost (in CFAF)	Seeds: 3 600 000 Labour: 5 000 000 Allowances of extension staff: 7 500 000 <p style="text-align: right;">Total: 16 100 000</p>	
Implementation time frame	Sept. 2010 - 2014	
Financing	Beneficiaries: 5 000 000 Partners: 11 100 000	
Risk factors		

Action code:		1B12
Action name	Implementation of a Grant & loan scheme	
Specific objective	About 90 Mbororo graziers in the communities of Kingomen, Mbuluf, and Nkur have access to loan and/or grant and other financial services to implement modern livestock production systems	
Description of the action	Capital is deposited in commercial banks to refinance the lending operations of local microfinance institutions to the defined target groups, based on procedures agreed upon. Loan and/or grant application submitted by Mbororo graziers are screened and financing decision made by the partner microfinance institutions; the process is overseen by the LCC and the M&EC.	
Expected results	<ul style="list-style-type: none"> • More than 60% of Mbororo graziers use recommended (improved grazing) practices in cattle production • Cattle productivity is increased in Mbororo communities • Cattle production is more attractive and profitable • 100 jobs are created in the cattle production sector • KUC tax revenue has increased 	
Beneficiaries	Mbororo graziers; farmers; KUC; microfinance institutions; commercial banks	
Institutional context		
Detail cost (in CFAF)	Revolving fund: 50 000 000 Operating costs: 7 500 000 <p style="text-align: right;">Total: 57 500 000</p>	
Implementation time frame	By Sept. 2010 - 2014	
Financing	Partners: 50 000 000 Beneficiaries: 7 500 000	
Risk factors		

Action code:		1B21
Action name	Training of poultry farmers (feed production techniques, choice of breed, housing, production management, etc.)	
Specific objective	50 poultry farmers have improved their practices in various domains of poultry production	
Description of the action	Several training sessions are organized for poultry farmers on various topics critical to poultry production in the municipality	
Expected results	<ul style="list-style-type: none"> • 25% of poultry farmers use self produced animal feeds • The profits of poultry farmers have increased by 75% 	
Beneficiaries	Poultry farmers; Kumbo community	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 2 000 000 Cost of participants to training: 5 000 000 <p style="text-align: right;">Total: 7 000 000</p>	
Implementation time frame	March 2010 – 2014	
Financing	Beneficiaries: 3 500 000 Partners: 3 500 000	
Risk factors		

Action code:		1B22
Action name	Implementation of a Grants & Loans Scheme	
Specific objective	About 50 poultry farmers access to loan and/or grant and other financial services to implement recommended poultry production practices	
Description of the action	Capital is deposited in commercial banks to refinance the lending operations of local microfinance institutions to the defined target groups, based on procedures agreed upon. Loan and/or grant application submitted by poultry farmers are screened and financing decision made by the partner microfinance institutions; the process is overseen by the LCC and the M&EC.	
Expected results	<ul style="list-style-type: none"> • More than 25% of farmers use recommended practices in poultry production • Poultry production is more attractive and profitable • 30 jobs are created in the poultry production sector • KUC tax revenue has increased 	
Beneficiaries	Poultry farmers; KUC; microfinance institutions; commercial banks	
Institutional context		
Detail cost (in CFAF)	Revolving fund: 100 000 000 Operating costs: 15 000 000 <p style="text-align: right;">Total: 115 000 000</p>	
Implementation time frame	By August 2010 - 2014	
Financing	Beneficiaries: 15 000 000 Partners: 100 000 000	
Risk factors		

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Action code:		1C11
Action name	Strengthening the capacity of the car & bike driver's associations	
Specific objective	A strong & vibrant driver's association is operational in the municipality in order to promote the interests of its members	
Description of the action	Organizational performance assessment of existing associations; design of the performance improvement plans (PIP) covering fight against corruption, and police harassments;	
Expected results	<ul style="list-style-type: none"> • Driver's associations are democratically managed • The driver's associations provide the services expected to its membership 	
Beneficiaries	Drivers; Kumbo inhabitants; KUC; Law enforcement institutions (DO, police, gendarmerie)	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 2 000 000 Recurrent costs: 2 500 000 <p style="text-align: right;">Total: 4 500 000</p>	
Implementation time frame	Dec 2009 – 2014	
Financing	Beneficiaries: 1 250 000 Partners: 3 250 000	
Risk factors		

Action code:		1C12
Action name	Training of unions' leaders on fighting corruption, participatory decision making, management of unions, etc.	
Specific objective	Deepen the knowledge and Build the skills of the leadership of the driver's association	
Description of the action	Organization of group sessions locally and participation to training courses abroad	
Expected results	The leaders of the driver's associations have better knowledge and skills in running unions	
Beneficiaries	Drivers; business owners; KUC; Kumbo community; Law enforcement institutions (DO, Police, gendarmerie)	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 3 000 000 Cost of participants to training: 5 000 000 Travel: 5 000 000 <p style="text-align: right;">Total: 13 000 000</p>	
Implementation time frame	March 2010 – 2014	
Financing	Beneficiaries: 2 600 000 Partners: 10 400 000	
Risk factors		

Action code:		1C13
Action name	Education of drivers and bike riders	
Specific objective	Inform and educate drivers on key aspects of car & bike transportation business	
Description of the action	Organization of sensitization campaigns and education sessions for drivers and other target groups (law enforcement officers, general public);	
Expected results	The members are educated on aspects of the profession critical to business success (mechanical maintenance of car & bikes, human rights, highway code, alcohol consumption and driving abilities, road safety, fight against corruption)	
Beneficiaries	Drivers; business owners; KUC; Kumbo community; Law enforcement institutions (DO, Police, gendarmerie)	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 2 000 000 Participation costs: 5 000 000 <p style="text-align: right;">Total: 7 000 000</p>	
Implementation time frame	March 2010 – 2014	
Financing	Beneficiaries: 2 500 000 Partners: 4 500 000	
Risk factors		

Action code:		1C14
Action name	Organization of road safety patrols	
Specific objective	Drivers apply applicable road safety laws and regulations	
Description of the action	Specific patrols are purposively organized to counsel and punish road delinquents	
Expected results	<ul style="list-style-type: none"> • Drivers have better knowledge of road safety practices, laws and regulations • Road delinquents are effectively punished 	
Beneficiaries	Kumbo road users; KUC;	
Institutional context		
Detail cost (in CFAF)	Fuel: 200 000 Equipments: 750 000	Total: 950 000
Implementation time frame	Dec 2009 – 2014	
Financing	Penalty collection: 950 000	
Risk factors		

Action code:		1C21
Action name	Implementation of a Grant & loan scheme	
Specific objective	About 10 bikers/year access loan and/or grant and other financial services to buy or replace transportation bikes or cars; 5 garages are updated	
Description of the action	Capital is deposited in commercial banks to refinance the lending operations of local microfinance institutions to the defined target groups, based on procedures agreed upon. Loan and/or grant application submitted by business people in the transportation sector are screened and financing decision made by the partner microfinance institutions; the process is overseen by the LCC and the M&EC.	
Expected results	<ul style="list-style-type: none"> • More than 50% of bikers use brand new bikes in transporting persons • 5 Full service garages are available in Kumbo • Bike transportation is more attractive and profitable • 20 jobs are created in the transportation sector, including garage operators • KUC tax revenue has increased 	
Beneficiaries	Transportation sector operators; KUC; microfinance institutions; commercial banks	
Institutional context		
Detail cost (in CFAF)	Revolving fund: 25 000 000 Operating costs: 3 750 000	Total: 28 750 000
Implementation time frame	August 2010 - 2014	
Financing	Beneficiaries: 3 750 000 Partners: 25 000 000	
Risk factors		

Action code:		1C22
Action name	Study of business value chains in the local transportation industry	
Specific objective	Increase the knowledge and understanding of the operations in the car & bike transportation sector	
Description of the action	Development of the action-research proposed terms of reference; validation of the TDR; call for proposals; realization of the study; presentation workshops; publication of the book	
Expected results	<ul style="list-style-type: none"> • Types of services offered • Characteristics of people involved: drivers, owners, etc. • Bottlenecks and income opportunities • Cost, Revenue, and Margins • Taxation: penetration, load, efficiency • Existing social infrastructures • Potential business management models for bike & car transportation SMEs 	
Beneficiaries	Business community; Investors; KUC	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 5 000 000 Presentation workshops: 600 000 Printing: 500 000 <p style="text-align: right;">Total: 6 100 000</p>	
Implementation time frame	By June 2010	
Financing	KUC: 600 000 Partners/investors: 5 000 000 Beneficiaries/cost recovery of the book: 500 000	
Risk factors		

Action code: 1D11	
Action name	Design and implementation of the training sponsorship & loan scheme
Specific objective	100 business people enrol in training activities by receiving sponsorship and/or loan
Description of the action	Potential entrepreneurs willing to establish a new business in the sector submit a sponsorship application with a business proposal; a committee then make the decision as to offer a sponsorship or a loan to attend a specific training course;
Expected results	<ul style="list-style-type: none"> Local business people have adequate innovative & businesses skills More SME businesses have access to adapted microfinance services Customer satisfaction has increased thus fewer households buy goods and services out of Kumbo markets/stores
Beneficiaries	Kumbo business community; Schools and training institutions; microfinance institutions; KUC
Institutional context	
Detail cost (in CFAF)	Revolving fund: 25 000 000 Operating costs: 3 750 000 <p style="text-align: right;">Total: 28 750 000</p>
Implementation time frame	Dec 2009 - 2014
Financing	Beneficiaries: 3 750 000 Partners: 25 000 000
Risk factors	

Action code: 1D12	
Action name	Design and implementation of the curricula reform incentive package for vocational & technical schools
Specific objective	Encourage the provision of adapted business management curricula in existing vocational and technical training institutions
Description of the action	Accept application from eligible training institutions and provide financial incentive to reform training curricula in accordance with the needs of local SME business community
Expected results	<ul style="list-style-type: none"> Existing vocational & technical schools have training curricula adapted to local SMEs More business owners enrol in vocational training
Beneficiaries	Business community; schools and other training institutions; KUC
Institutional context	
Detail cost (in CFAF)	Revolving fund: 5 000 000 Operating costs: 750 000 <p style="text-align: right;">Total: 5 750 000</p>
Implementation time frame	
Financing	Beneficiaries: 750 000 Partners: 5 000 000
Risk factors	

Action code:		1D13
Action name	Coaching of SME businesses	
Specific objective	Increase the life span and annual turn over of local SMEs	
Description of the action	Provision of paid coaching services (advice, counsel, supervision) to selected local SME business owners.	
Expected results	<ul style="list-style-type: none"> • 10 SME owners are coached annually • Turn over of participating SMEs is increased • Participating SMEs have longer life expectancy rate 	
Beneficiaries	Business community; KUC;	
Institutional context		
Detail cost (in CFAF)	Revolving fund: 25 000 000 Operating costs: 3 750 000 <p style="text-align: right;">Total: 28 750 000</p>	
Implementation time frame	June 2010 – 2014	
Financing	Beneficiaries: 3 750 000 Partners: 25 000 000	
Risk factors		

Action code:		1D21
Action name	Implementation of the Grants & Loans Scheme	
Specific objective	About 100 SME owners/year access loan or grant and other financial services to set up or expand businesses	
Description of the action	Capital is deposited in commercial banks to refinance the lending operations of local microfinance institutions to the defined target groups, based on procedures agreed upon. Loan and grant applications submitted by business people in the sector are screened and financing decision made by the partner microfinance institutions; the process is overseen by the LCC and the M&EC.	
Expected results	<ul style="list-style-type: none"> • 500 SME have benefit financial assistance • 200 business ventures are started in Kumbo, with use of innovative technology or business models • More than 500 jobs are created in the trade & craft sector • KUC tax revenue has increased 	
Beneficiaries	Business people; KUC; microfinance institutions; commercial banks	
Institutional context		
Detail cost (in CFAF)	Revolving fund: 25 000 000 Operating costs: 3 750 000 <p style="text-align: right;">Total: 28 750 000</p>	
Implementation time frame	Dec 2009 - 2014	
Financing	Beneficiaries: 3 750 000 Partners: 25 000 000	
Risk factors		

Action code: 1D22	
Action name	Organization of the Kumbo Biennial Trade Fair for Innovative SMEs
Specific objective	Promote locally produced/manufactured goods & services and create opportunities for joint ventures with investors out of Kumbo
Description of the action	An international call to bid for planning, marketing & organizing the trade fair is issued and a unit to monitor the implementation is set up in the KUC
Expected results	<ul style="list-style-type: none"> • 2 international trade fair are organized during the next 5 years • Local business people grasp additional sales agreement during the fair • More SMEs use innovate technology and business models discovered at the fair • New investors are attracted in Kumbo • Number of business people visit the Kumbo fair • Additional income for local SMEs • 15 jobs created during preparation and organization of the fair
Beneficiaries	Investors; Business community; households; KUC;
Institutional context	
Detail cost (in CFAF)	Consultant fees: 20 000 000 Communication: 30 000 000 Construction: 100 000 000 Travel: 20 000 000 Office stationery : 6 000 000 Salary : 10 000 000 Insurance costs : 4 000 000 <p style="text-align: right;">Total : 190 000 000</p>
Implementation time frame	2011 and 2014
Financing	Investors: 38 000 000 Partners/sponsors: 38 000 000 Sales of the fair products (gadgets, spaces, etc.): 114 000 000
Risk factors	

Action code: 1D31	
Action name	Promotion of decent work
Specific objective	Promote decent work in the trade & craft sector
Description of the action	Sensitization campaigns and provision of support to worker's unions in establishing and adopting an industry-wide code of conduct for work conditions
Expected results	<ul style="list-style-type: none"> • A code of conduct for child labour is implemented by business owners • 75% of business owners and workers are registered with existing unions
Beneficiaries	Business community; KUC
Institutional context	
Detail cost (in CFAF)	Consultant fees: 2 000 000 Costs of campaigns: 3 000 000 <p style="text-align: right;">Total: 5 000 000</p>
Implementation time frame	Dec 2009 – 2014
Financing	Worker's unions: 500 000 Partners 4 500 000
Risk factors	

Action code:		1E11
Action name	Education campaigns against bush fires	
Specific objective	Contribute to the reduction of the bush fires incidence	
Description of the action	Organize community-wide campaigns to provide educational messages to slash-and-burn farmers, hunters, Mbororo graziers, and smokers	
Expected results	<ul style="list-style-type: none"> • One campaign against bush fire is carried out every week in October • Bush fire incidence is reduced by 50% 	
Beneficiaries	Bee farmers; Kumbo community;	
Institutional context		
Detail cost (in CFAF)	Transportation: 1 000 000 Communication: 4 000 000 <p style="text-align: right;">Total: 5 000 000</p>	
Implementation time frame	Oct. every year (2010 – 2014)	
Financing	Beneficiaries: 1 000 000 Partners: 4 000 000	
Risk factors		

Action code:		1E12
Action name	Fire tracing	
Specific objective	Locate fires in real time and extinguish	
Description of the action	Tracing missions	
Expected results	75% of bush fires are located and extinguished	
Beneficiaries	Kumbo community	
Institutional context		
Detail cost (in CFAF)	Operating costs: 2 500 000	
Implementation time frame	Oct. every year from 2010	
Financing	Beneficiaries: 250 000 Partners: 750 000 Penalty collection: 1 500 000	
Risk factors		

Action code:		1E13
Action name	Implementation of the grants & loans scheme	
Specific objective	About 30 bee farmers access loan or grant and other financial services to buy adequate honey harvesting equipments	
Description of the action	Capital is deposited in commercial banks to refinance the lending operations of local microfinance institutions to the defined target groups, based on procedures agreed upon. Loan and grant applications submitted by bee farmers are screened and financing decision made by the partner microfinance institutions; the process is overseen by the LCC and the M&EC.	
Expected results	<ul style="list-style-type: none"> • 30 bee farmers have benefited financial assistance • More than 30 jobs are created in the honey industry • KUC tax revenue has increased 	
Beneficiaries	Bee farmers; KUC; microfinance institutions; commercial banks	
Institutional context	Dec 2009 - 2014	
Detail cost (in CFAF)	Revolving fund: 6 000 000 Operating costs: 900 000 <p style="text-align: right;">Total: 6 900 000</p>	
Implementation time frame	Dec 2009 - 2014	
Financing	Beneficiaries: 900 000 Partners: 6 000 000	
Risk factors		

Action code:		1E21
Action name	Action-research study of the honey industry and related value chains	
Specific objective	Broaden the knowledge of value chains in the honey industry of Kumbo, and its economic and financial characteristics	
Description of the action	Development of the action-research proposed terms of reference; validation of the TDR; call for proposals and selection of a partner to carry out the study; realization of the study; presentation workshops; publication of the book	
Expected results	<ul style="list-style-type: none"> • Identification of existing and potential business chains • Types of goods & services offered • Characteristics of people involved • Bottlenecks and income opportunities • Cost, Revenue, and Margins • Taxation: penetration, load, efficiency • Existing social infrastructures • Potential business management models • Investment & business proposals to potential investors 	
Beneficiaries	Bee farming associations; NGOs; KUC; Potential investors	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 3 000 000 Presentation workshop: 750 000 <p style="text-align: right;">Total: 3 750 000</p>	
Implementation time frame	March 2010 – Dec 2011	
Financing	Beneficiaries: 375 000 Partners: 3 375 000	
Risk factors		

Action code:		1E22
Action name	Strengthening marketing functions of honey producers' organizations	
Specific objective	Increase sales revenue of bee farmers through more effective organizations and unions	
Description of the action	Organizational performance assessment of the unions; Design and implementation of a marketing capacity building program (logistics and training)	
Expected results	<ul style="list-style-type: none"> • 2 major honey producer associations are reached • Identification of existing and potential business chains • Types of goods & services offered • Characteristics of people involved • Bottlenecks and income opportunities • Cost, Revenue, and Margins • Taxation: penetration, load, efficiency • Existing social infrastructures • Potential business management models • Investment & business proposals to potential investors 	
Beneficiaries	Bee farmers; KUC; Kumbo community	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 1 500 000 Equipments: 1 000 000 Infrastructures: 3 000 000 Training: 6 000 000 <p style="text-align: right;">Total: 11 500 000</p>	
Implementation time frame	June 2010 – Dec 2011	
Financing	Beneficiaries: 3 000 000 KUC: 1 000 000 Partners: 7 500 000	
Risk factors		

Action code:		1E23
Action name	Training for honey product diversification	
Specific objective	Develop the honey business value chains and increase sales revenue	
Description of the action	Organization of training sessions on techniques and technology of producing honey by-products (wine, candle, wax, polish, etc.)	
Expected results	<ul style="list-style-type: none"> • 120 participants have the appropriate knowledge and skills in honey by-products manufacturing • Income in the industry has increased • 15 jobs created in the honey by-products sub-sector 	
Beneficiaries	Bee farmers and organizations; KUC; Kumbo community and households	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 4 000 000 Participation costs: 6 000 000 <p style="text-align: right;">Total: 10 000 000</p>	
Implementation time frame	Jan 2010-2011	
Financing	Beneficiaries: 3 000 000 Partners: 7 000 000	
Risk factors		

Action code:		1F11
Action name	Organization of quarry workers into unions	
Specific objective	Establish a union for quarry workers in order to promote better work conditions	
Description of the action	Registration of workers; capacity building activities (logistics, systems); facilitation of negotiations	
Expected results	<ul style="list-style-type: none"> • At least one worker's union exist in Kumbo • At least 50% of quarry workers are registered with a union • The quarry worker's unions have adequate office staff, equipments and procedures • 1 clerical job created 	
Beneficiaries	Quarry workers and unions; KUC; Kumbo community; quarry owners	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 2 000 000 Office equipments & stationery: 600 000 Staff salary: 2 400 000 <p style="text-align: right;">Total: 5 000 000</p>	
Implementation time frame	Jan – Dec 2010	
Financing	Beneficiaries: 1 200 000 KUC: 600 000 Partners: 3 200 000	
Risk factors		

Action code:		1F12
Action name	Training of unions' leaders	
Specific objective	Ensure that quarry worker's unions are managed effectively and efficiently	
Description of the action	Organization of training sessions for union's leaders	
Expected results	<ul style="list-style-type: none"> • The leaders of the quarry worker's unions have adequate knowledge and skills to successfully run the organizations • Worker's unions are democratically managed • Leaders have documented plans to tackle the problems in the sector 	
Beneficiaries	Quarry workers; quarry owners; KUC; Law enforcement institutions	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 1 500 000 Participation costs: 500 000 <p style="text-align: right;">Total: 2 000 000</p>	
Implementation time frame	March 2010 – 2012	
Financing	Beneficiaries: 250 000 KUC: 250 000 Partners: 1 500 000	
Risk factors		

Action code:		1F21
Action name	Establishment of quarry industry norms & standards	
Specific objective	Promote better work conditions and profitable operations in the quarry sector	
Description of the action	Hire a consultant to develop a proposal based on existing national and international norms and standards and negotiate its adoption by stakeholders in the sector (owners, workers, State)	
Expected results	<ul style="list-style-type: none"> • A document of recommended work norms and standards in the quarry sector • Stakeholders have endorsed the above document along with the mechanisms to ensure strict application 	
Beneficiaries	Quarry workers; quarry owners; KUC; Law enforcement institutions	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 3 000 000 Negotiation costs (travel, telecommunications, etc.): 1 000 000 Validation workshops: 750 000 <p style="text-align: right;">Total: 4 750 000</p>	
Implementation time frame	March – Dec 2010	
Financing	Beneficiaries: 500 000 KUC: 750 000 Partners: 3 500 000	
Risk factors		

Action code:		1F22
Action name	Implementation of the training sponsorship & loan scheme	
Specific objective	<ul style="list-style-type: none"> • Limit child labour exploitation • 25 young quarry workers enrol annually in training activities by receiving sponsorship and/or loan 	
Description of the action	Quarry workers submit a sponsorship application; a committee then make the decision as to offer a sponsorship or a loan to attend a specific training course;	
Expected results	<ul style="list-style-type: none"> • More quarry workers have appropriate skills and protective equipments • Quarry owners have adequate business management skills and knowledge 	
Beneficiaries	Quarry owners and workers; Kumbo business community; Schools and training institutions; microfinance institutions; KUC	
Institutional context		
Detail cost (in CFAF)	Revolving fund: 9 375 000 Operating costs: 1 406 250 <p style="text-align: right;">Total: 10 781 250</p>	
Implementation time frame	March 2010 - 2014	
Financing	Beneficiaries: 1 406 250 Partners: 9 375 000	
Risk factors		

Action code: 1F23	
Action name	Sensitization campaigns against child labour exploitation & trafficking
Specific objective	Prevent child labour exploitation & trafficking in target groups
Description of the action	Organization of targeted communication campaigns during class holidays
Expected results	<ul style="list-style-type: none"> • Target groups have the appropriate information regarding laws and regulations against child labour exploitation & trafficking • Less households in target groups are willing to engage in child labour exploitation & trafficking • School dropout due to parent's decision is in decline
Beneficiaries	Children; Kumbo community
Institutional context	
Detail cost (in CFAF)	Consultant fees: 30 000 000 Communication materials: 5 000 000 Transportation: 2 000 000 <p style="text-align: right;">Total: 37 000 000</p>
Implementation time frame	Dec, April and July every year (2010 – 2014)
Financing	KUC: 3 500 000 Partners: 33 500 000
Risk factors	

Action code: 1F24	
Action name	Implementation of the Grants & Loans Scheme
Specific objective	Provide financial services to the target groups, especially access to loans & grants
Description of the action	Capital is deposited in commercial banks to refinance the lending operations of local microfinance institutions with the defined target groups, based on procedures agreed upon
Expected results	<ul style="list-style-type: none"> • 150 quarry workers have been granted protective equipments • 75% of quarry owners access loans to improve the work conditions of workers • 100 decent jobs are created in the quarries • KUC tax revenue has increased
Beneficiaries	Quarry owners and workers; microfinance institutions; commercial banks; KUC
Institutional context	
Detail cost (CFAF)	Revolving fund: 6 250 000 Recurrent costs: 937 500 <p style="text-align: right;">Total: 7 187 500</p>
Financing	Beneficiaries: 937 500 Partners: 6 250 000
Risk factors	

Action code:		1G11
Action name	Inventory of endemic medicinal plants of Kumbo	
Specific objective	Contribute to the knowledge of the medicinal plants that are endemic in the area	
Description of the action	Carrying out an ethno botanical study of endemic medicinal plants in Kumbo	
Expected results	<ul style="list-style-type: none"> • Medicinal plants that are endemic in Kumbo are publicly known • Appropriate conservation measures are proposed for the medicinal plants 	
Beneficiaries	Kumbo trad healers; Kumbo community; investors; KUC; SME businesses	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 10 000 000 Presentation workshop: 750 000 <p style="text-align: right;">Total: 10 750 000</p>	
Implementation time frame	March – June 2010	
Financing	Beneficiaries: 3 000 000 KUC: 750 000 Partners: 7 000 000	
Risk factors		

Action code:		1G12
Action name	Education campaigns for the conservation of medicinal plant biodiversity	
Specific objective	Protect endemic medicinal plants from destruction and promote their conservation in target specific groups	
Description of the action	Organization of education & communication campaigns for farmers and graziers	
Expected results	<ul style="list-style-type: none"> • 50% of farmers & graziers Cig are reached by the campaigns • Public information on Kumbo endemic medicinal plants are posted at key spots in the municipality 	
Beneficiaries	Trad healers; KUC; Kumbo community	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 1 000 000 Communication materials: 2 000 000 Transportation: 500 000 <p style="text-align: right;">Total: 3 500 000</p>	
Implementation time frame	July 2010 – 2014	
Financing	Trad Healers associations: 1 000 000 KUC: 250 000 Partners: 2 250 000	
Risk factors		

Action code:		1G13
Action name	Promotion of the cultivation of domesticated medicinal plants	
Specific objective	Ensure the availability of medicinal plants to trad healers and generate income to households	
Description of the action	Organization of training sessions on domestication techniques and cultivation of medicinal plants	
Expected results	<ul style="list-style-type: none"> • 10% of farmers and graziers CIGs are reached by the training • 25 jobs created in medicinal plant domestication and cultivation 	
Beneficiaries	Youth; Trad Healers; Kumbo community; KUC	
Institutional context		
Detail cost (in CFAF)	Consulting fees: 1 000 000 Participation costs: 7 500 000 Cultivation equipments: 5 000 000 <p style="text-align: right;">Total: 13 500 000</p>	
Implementation time frame	July 2010 – 2014	
Financing	Beneficiaries: 8 750 000 Partners: 4 750 00	
Risk factors		

Action code:		1G14
Action name	Establishment of communal forest reserves	
Specific objective	Protect medicinal plants in natural habitats	
Description of the action	Preparation of the management plan; submission of the application to the MINFOF	
Expected results	<ul style="list-style-type: none"> • 2 medicinal plant reserves totalling about 5 000 hectares are established in the municipality • The medicinal plants resources are available for use by the community • KUC raise income from the exploitation of the reserve • 5 jobs are created in the management of the reserves 	
Beneficiaries	Kumbo community; Trad healers; KUC	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 7 500 000 Procedural costs: 1 000 000 Management costs: 2 600 000 <p style="text-align: right;">Total: 11 100 000</p>	
Implementation time frame	July 2010 – 2014	
Financing	KUC: 1 000 000 Investors/Partners: 10 100 000	
Risk factors		

Action code:		1G21
Action name	Organization and strengthening of the Kumbo healers' association	
Specific objective	Contribute to uphold the image through establishment of a union and several other specific measures	
Description of the action	Registration of trad healers; capacity building activities (logistics, systems); facilitation of negotiations with MINSANTE and the Order of medical doctors (ONMC)	
Expected results	<ul style="list-style-type: none"> • One Kumbo-wide healer's union is operational • At least 50% of trad healers are registered with the union • The Trad healer's union have adequate office staff, equipments and procedures • 1 clerical job created 	
Beneficiaries	Trad healers and union; KUC; Kumbo community	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 2 000 000 Office equipments & stationery: 600 000 Staff salary: 2 400 000 <p style="text-align: right;">Total: 5 000 000</p>	
Implementation time frame	Oct 2009 - 2012	
Financing	Beneficiaries: 1 200 000 KUC: 600 000 Partners: 3 200 000	
Risk factors		

Action code:		1G22
Action name	Design of the traditional healers' certification system project	
Specific objective	Propose a system to offer certification services to trad healers in Kumbo to uphold the image of trad medicine	
Description of the action	Hiring a consultant to lead the process of participatory design based on similar world-class procedures and tools	
Expected results	<ul style="list-style-type: none"> • Certification is a requirement for the practice of trad medicine in Kumbo • Trad medicine is safer in Kumbo 	
Beneficiaries	Trad healers; KUC; Kumbo community	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 5 000 000 Workshops: 1 500 000 <p style="text-align: right;">Total: 6 500 000</p>	
Implementation time frame	June 2011 – 2013	
Financing	Beneficiaries: 5 750 000 Partners: 750 000	
Risk factors		

Action code: 1G23	
Action name	Training of traditional healers (patient care, safety, processing technology, etc.)
Specific objective	Provide adequate skills and knowledge in topics critical to the development of the trad medicine in Kumbo
Description of the action	Organization training sessions locally and participation to courses abroad
Expected results	<ul style="list-style-type: none"> • 100% of trad healers active in Kumbo are reached • Trad healers have appropriate skills and better knowledge in key aspects related to health care provision • Trad medicine is more effective
Beneficiaries	Trad healers and union; KUC; Kumbo community
Institutional context	
Detail cost (in CFAF)	Consultant fees: 3 000 000 Cost of participants to training: 5 000 000 Travel: 5 000 000 <p style="text-align: right;">Total: 13 000 000</p>
Implementation time frame	March 2010 – 2014
Financing	Beneficiaries: 2 600 000 Partners: 10 400 000
Risk factors	

Action code: 1G24	
Action name	Implementation of the Grants & Loans Scheme for medicinal plant processing
Specific objective	Provide financial services to trad healers or investors willing to invest in the processing of trad medicinal plants, especially access to loans & grants
Description of the action	Capital is deposited in commercial banks to refinance the lending operations of local microfinance institutions with the defined target groups, based on procedures agreed upon
Expected results	<ul style="list-style-type: none"> • Trad healers have benefit loan and grants • Trad healers participate in the management of the NAVTI Medicinal plant processing facility • The turn over of the NAVTI plant has increase by 25% • 2 decent jobs are created at the processing facility • KUC tax revenue has increased
Beneficiaries	Trad healers; microfinance institutions; commercial banks; KUC
Institutional context	
Detail cost (CFAF)	Revolving fund: 6 250 000 Recurrent costs: 937 500 <p style="text-align: right;">Total: 7 187 500</p>
Financing	Beneficiaries: 937 500 Partners: 6 250 000
Implementation time frame	March 2010 - 2014
Risk factors	

Action code:		1H11
Action name	Potato Sector Support Partnership Project (PSSPP)	
Specific objective	Raise technical & financial resources in support to the implementation of the KPCP	
Description of the action	Identification of initiatives existing within the country and abroad to develop SMEs in the potato industry; preparation and signing of partnership agreement; monitoring & evaluation of implementation	
Expected results	<ul style="list-style-type: none"> • Technical & financial resources to match local resources are made available • Investors and partners have increased interests in the Kumbo economy • KUC benefit more resources for municipal projects 	
Beneficiaries	Potato farmers; Kumbo business people and households; KUC	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 1 000 000 Travel: 500 000 Communication: 2 000 000 <p style="text-align: right;">Total: 3 500 000</p>	
Implementation time frame	By Dec 2009	
Financing	KUC: 500 000 Beneficiaries: 1 000 000 Partners: 2 000 000	
Risk factors		

Action code:		1H12
Action name	Corn Sector Support Partnership Project (CSSPP)	
Specific objective	Pull available technical & financial resources in support to corn producers and corn processing entrepreneurs	
Description of the action	Identification of initiatives existing within the country and abroad to develop SMEs in the corn industry; Negotiation of agreement of collaboration/partnership with existing projects and programs in various ministries (MINADER, MINPMEESA, MINRESI, MINMIDT, MINETFOP); preparation and signing of partnership agreement; draft the operations manual for the implementation of the agreements monitoring & evaluation of implementation	
Expected results	<ul style="list-style-type: none"> • 5 partnership agreements are signed • Technical & financial resources to match local resources are made available • Investors and partners have increased interests in the Kumbo economy • KUC benefit more resources for municipal projects • KUC tax revenue related to corn industry is increase by 100% 	
Beneficiaries	Corn producers (KUCP); corn processing entrepreneurs; Kumbo business people and households; KUC; Investors	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 1 000 000 Travel: 500 000 Communication: 2 000 000 <p style="text-align: right;">Total: 3 500 000</p>	
Implementation time frame	By Dec 2009	
Financing	KUC: 500 000 Beneficiaries: 1 000 000 Partners: 2 000 000	
Risk factors		

Action code:		1H13
Action name	Mbororo Improved Pasture Promotion Project (MIPPP)	
Specific objective	Raise technical & financial resources in support to the promotion of improved pasture in Mbororo cattle production systems and contribute to the inclusion of this social group in the local economy	
Description of the action	Identification of initiatives existing within the country and abroad to develop SMEs in the cattle industry; preparation and signing of partnership agreement; monitoring & evaluation of implementation	
Expected results	<ul style="list-style-type: none"> • 6 partnership agreements are signed (MBOSCUDA, IRAD, TDCS, MINEPIA, MINAS, ILO) • Technical & financial resources to match local resources are made available • Investors and partners have increased interests in the Kumbo economy • KUC benefit more resources for municipal projects 	
Beneficiaries	Mbororo graziers; other local cattle rearers; Kumbo business people and households; KUC	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 1 000 000 Travel: 500 000 Communication: 2 000 000 <p style="text-align: right;">Total: 3 500 000</p>	
Implementation time frame	By March 2010	
Financing	KUC: 500 000 Partners: 3 000 000	
Risk factors		

Action code:		1H14
Action name	Safe Sex Partnership Project (SSPP)	
Specific objective	Raise technical & financial resources to stop the spread of HIV/AIDS among the population of Kumbo, especially at-risk groups (drivers, bikers, poor families)	
Description of the action	Identification of initiatives existing within the country and abroad to develop SMEs in the cattle industry; preparation and signing of partnership agreement; monitoring & evaluation of implementation	
Expected results	<ul style="list-style-type: none"> • 3 partnership agreements are signed • Technical & financial resources to match local resources are made available • Investors and partners have increased interests in the Kumbo economy • KUC benefit more resources for municipal projects 	
Beneficiaries	Kumbo community; KUC	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 500 000 Travel: 200 000 Communication: 1 000 000 <p style="text-align: right;">Total: 1 700 000</p>	
Implementation time frame	By Jan 2010	
Financing	KUC: 700 000 Partners: 1 000 000	
Risk factors		

Action code:		1H15
Action name	SME Business Training Partnership Project (SME/BTPP)	
Specific objective	Raise technical & financial resources in support to the adaptation of curricula of existing technical schools and vocational training institutions to the needs of local SMEs	
Description of the action	Identification of initiatives existing within the country and abroad to develop the supply of SMEs business training services; preparation and signing of partnership agreement; monitoring & evaluation of implementation	
Expected results	<ul style="list-style-type: none"> • 5 partnership agreements are signed • Technical & financial resources to match local resources are made available • Investors and partners have increased interests in the Kumbo economy • KUC benefit more resources for municipal projects 	
Beneficiaries	Technical schools and vocational training institutions; training NGOs; Kumbo business people; KUC	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 1 000 000 Travel: 500 000 Communication: 2 000 000 <p style="text-align: right;">Total: 3 500 000</p>	
Implementation time frame	By June 2010	
Financing	KUC: 500 000 Beneficiaries: 1 000 000 Partners: 2 000 000	
Risk factors		

Action code:		1H16
Action name	Child Exploitation & Trafficking Partnership Project (CETPP)	
Specific objective	Design permanent surveillance system of the phenomenon in Kumbo	
Description of the action	Identification of initiatives existing within the country and abroad to support child labour exploitation & surveillance activities; preparation and signing of partnership agreement; monitoring & evaluation of implementation	
Expected results	<ul style="list-style-type: none"> • 10 partnership agreements are signed • Technical & financial resources to match local resources are made available • Investors and partners have increased interests in the Kumbo economy • KUC benefit more resources for municipal projects 	
Beneficiaries	Youth; Kumbo community; NGOs; KUC; Law enforcement institutions	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 1 000 000 Travel: 1 000 000 Communication: 2 000 000 <p style="text-align: right;">Total: 4 000 000</p>	
Implementation time frame	By March 2010	
Financing	KUC: 500 000 Partners: 3 500 000	
Risk factors		

Action code:		1H17
Action name	Grants & Loans Partnership Project (GLPP)	
Description of the action	Identification and evaluation of locally established microfinance institutions (MFI) supplying financial services to SMEs; preparation and signing of partnership agreement; monitoring & evaluation of implementation	
Expected results	<ul style="list-style-type: none"> • 3 partnership agreements are signed • The Grants & Loans Schemes within the Kumbo LED Strategy are managed by locally established microfinance institutions • Technical & financial resources to match KUC resources are made available • Investors and partners have increased interests in the Kumbo economy • KUC benefit more resources for municipal projects • Local SMEs access financial services at conditions adapted to their industries 	
Beneficiaries	NGOs; Kumbo business people; KUC; local MFI	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 1 500 000 Travel: 500 000 Communication: 2 000 000 <p style="text-align: right;">Total: 4 000 000</p>	
Implementation time frame	By March 2010	
Financing	KUC: 500 000 Beneficiaries: 1 500 000 Partners: 2 000 000	
Risk factors		

Action code:		1H18
Action name	Fertilizer Subsidy Partnership project (FSPP)	
Description of the action	Identification of initiatives existing within the country and abroad to develop the supply and demand of mineral fertilizers in agriculture; preparation and signing of partnership agreement; monitoring & evaluation of implementation	
Expected results	<ul style="list-style-type: none"> • A reliable and effective subsidy and cost recovery mechanism is set up • 5 partnership agreements are signed • Technical & financial resources to match local resources are made available • Investors and partners have increased interests in the Kumbo economy • 25% more farmers use mineral fertilizers • Farmers have increased the quantity of fertilizer used by 50% • KUC benefit more resources for municipal projects 	
Beneficiaries	Farmers; NGOs; Kumbo business people; KUC; commercial fertilizer firms; fertilizer retailers	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 2 500 000 Travel: 500 000 Communication: 2 000 000 <p style="text-align: right;">Total: 5 000 000</p>	
Implementation time frame	By Jan 2010	
Financing	KUC: 500 000 Partners: 4 500 000	
Risk factors		

Action code:		1H19
Action name	Go-To-School Incentive Project (GTSIP)	
Specific objective	Encourage school enrolment of children in 300 poorest families thus discourage child labour exploitation and trafficking	
Description of the action	Design of the project; Identification and evaluation of eligible schools; preparation and signing of partnership agreement; Provision of breakfasts and luncheons as well as takeaways to schooling children of target groups; monitoring & evaluation of implementation	
Expected results	<ul style="list-style-type: none"> • Decline of the school dropout rate in the target groups • Decline in child labour statistics 	
Beneficiaries	Kumbo community, especially the children and poorest families; KUC; participating schools; NGOs	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 500 000 Travel: 100 000 Communication: 500 000 Food & distribution costs: 30 000 000 Total: 31 100 000	
Implementation time frame	By Dec 2010	
Financing	KUC: 500 000 Partners: 30 600 000	
Risk factors		

Action code:		1H1.10
Action name	Municipal Land Use Demarcation Project (MLUDP)	
Specific objective	Update the demarcation of land to account for new developments in urbanization and economic development	
Description of the action	Implementation of the official land demarcation procedures with support of relevant partners like PNDP who have developed procedures that consider protection of environment and natural resources	
Expected results	<ul style="list-style-type: none"> • Land in the municipality is clearly demarcated with respect to economic development and natural resources conservation needs • Citizens of the municipality are aware of land uses of the different plots • Farmers/graziers conflicts incidence is reduced 	
Beneficiaries	Kumbo community; KUC; Investors	
Institutional context		
Detail cost (in CFAF)	Equipments and stationery (GPS, computers; software): 3 000 000 Field visits: 5 000 000 Training: 3 000 000 Total: 11 000 000	
Implementation time frame	By March 2010	
Financing	KUC: 2 200 000 Partners: 8 800 000	
Risk factors		

Action code:		1H21
Action name	Implement the Kumbo Council road maintenance program	
Specific objective	All villages and major economic farm sites are linked by all season roads	
Description of the action	Road studies; development of 5-year road maintenance proposal; creation and training of village road maintenance committees (RMC)	
Expected results	<ul style="list-style-type: none"> • 340 km of road rehabilitated • 40 km of new road constructed • 70 bridges/culverts constructed • 50 RMC established and trained 	
Beneficiaries	Kumbo community; business people; investors; KUC	
Institutional context		
Detail cost (in CFAF)	Road construction/rehabilitation: 760 000 000 Construction of bridges/culverts: 525 000 000 Management of RMC: 12 000 000 <p style="text-align: right;">Total: 1 297 000 000</p>	
Implementation time frame	By Sept 2009 - 2014	
Financing	KUC: 129 700 000 FEICOM: 486 375 000 State: 194 550 000 Other partners: 486 375 000	
Risk factors		

Action code:		1H22
Action name	Construction, maintenance and improvement of market facilities	
Specific objective	Adequate market facilities are available in all existing and planned market places with improved management procedures	
Description of the action	Equipment of market infrastructures; recruitment and training of security personnel; construction of market buildings and sales points;	
Expected results	<ul style="list-style-type: none"> • Document of market management procedures and standards • 3 market constructed • 5 security personnel trained • Market equipments are purchased (fire extinguishers, water and sanitation, etc.) • Market places are friendly and safe • KUC tax revenue is increased 	
Beneficiaries	Kumbo community; KUC; business people; investors	
Institutional context		
Detail cost (in CFAF)	Construction/rehabilitation of markets: 90 000 000 Development of procedures and operations standards: 5 000 000 Security: 12 750 000 Management training: 1 500 000 <p style="text-align: right;">Total: 109 250 000</p>	
Implementation time frame	Sept 2009 - 2014	
Financing	KUC: 10 925 000 FEICOM: 43 700 000 State: 16 387 500 Other partners: 43 700 000	
Risk factors		

Action code:		1H23
Action name	Action-research study of alternative electricity supply systems	
Specific objective	Determine appropriate alternative electricity supply solutions to businesses and households in the Kumbo municipality	
Description of the action	Development of terms of reference; Identification of potential partners; Invitation to bid for the study; monitoring of the implementation of the study; negotiation with potential investors	
Expected results	<ul style="list-style-type: none"> • Study report with clear investment proposals are available • Investment agreements are signed for electricity supply 	
Beneficiaries	Kumbo community (businesses and households); investors; KUC	
Institutional context		
Detail cost (in CFAF)	Study: 10 000 000 Travel: 3 000 000 Communication: 1 000 000 <p style="text-align: right;">Total: 14 000 000</p>	
Implementation time frame	June – Aug 2010	
Financing	KUC: 1 400 000 Investors/partners: 12 600 000	
Risk factors		

Action code:		1H24
Action name	Development & protection of water catchments	
Specific objective	Safeguard water basins by developing new catchments and protecting the existing ones	
Description of the action	Planting trees; Building & repairing fences around water catchments; Surveillance patrols	
Expected results	12 500 trees planted in 25 catchments	
Beneficiaries	Kumbo community; KUC	
Institutional context		
Detail cost (in CFAF)	Trees: 8 750 000 Planting: 1 875 000 Fencing: 33 750 000 Surveillance: 6 000 000 <p style="text-align: right;">Total: 50 375 000</p>	
Implementation time frame	2010 - 2014	
Financing	KUC: 5 037 500 FEICOM: 18 890 625 State: 7 556 250 Other partners: 18 890 625	
Risk factors		

Action code:		1H25
Action name	Extension of the potable water network	
Specific objective	All households and businesses have access to the municipal potable water network	
Description of the action	Extension of the pipe system	
Expected results	<ul style="list-style-type: none"> All quarters are connected to the network KUC tax revenue is increased (water fee) 	
Beneficiaries	Kumbo community; KUC	
Institutional context		
Detail cost (in CFAF)	Materials: 50 000 000 Pipe connection: 10 000 000 <p style="text-align: right;">Total: 60 000 000</p>	
Implementation time frame	By Jan 2011	
Financing	KUC: 3 000 000 Beneficiaries: 3 000 000 State: 9 000 000 FEICOM: 22 500 000 Other partners/investors: 22 500 000	
Risk factors		

Action code:		1H26
Action name	Organization of the KUC anti-corruption unit	
Specific objective	Handle the complaints of corruption of citizens and tax payers against law enforcement and council officers in the municipality	
Description of the action	Recruit a legal adviser to examine allegations of corruption and determine the best suitable course of action for the KUC; identify capacity building initiatives and organize relevant training for the personnel of the KUC, businesses unions; liaise with law enforcement institutions and the judiciary if needed	
Expected results	<ul style="list-style-type: none"> Cases of corruption are properly handled and proceedings objectively determined Reports of corruption has decreased in number Tax collection has increased 	
Beneficiaries	Business community; Investors; KUC; Law enforcement institutions (DO, Police, gendarmerie)	
Institutional context		
Detail cost (in CFAF)	Salary: 6 000 000 Used Car: 3 000 000 Stationery: 500 000 Telecommunication: 1 200 000 Sensitization, communication & training sessions: 5 000 000 <p style="text-align: right;">Total: 15 700 000</p>	
Implementation time frame	March 2010	
Financing	KUC: 7 700 000 Partners: 8 000 000	
Risk factors	Non cooperation of politicians, law enforcement institutions, and the judiciary will block the initiative	

Action code:		1H31
Action name	Enforcement of laws on tax evasion	
Specific objective	Reduce tax evasion by applying applicable laws and regulations	
Description of the action	Improvement of the tax default reporting system; warning messages to fraudulent tax payers	
Expected results	<ul style="list-style-type: none"> • Annual tax collection rate has increased • KUC budget planning is more accurate 	
Beneficiaries	KUC; Kumbo community; investors (private tax collectors)	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 1 500 000	
Implementation time frame	By Dec 2010	
Financing	Investors: 1 500 000	
Risk factors		

Action code:		1H32
Action name	Establishment of new paid services	
Specific objective	Identify new niches for local tax collection	
Description of the action	Development of the TOR; request for proposals and selection of the consultant;	
Expected results	<ul style="list-style-type: none"> • KUC tax revenues is increased without undue constraints on business activities and households • New local tax proposals adopted by the Council 	
Beneficiaries	KUC; Kumbo community; investors (private tax collectors)	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 2 500 000 Presentation workshop: 250 000 <div style="text-align: right;">Total: 2 750 000</div>	
Implementation time frame	By Dec 2010	
Financing	Partners/investors: 2 750 000	
Risk factors		

Action code:		1H33
Action name	Education campaigns on tax policies and regulations	
Specific objective	Citizens have better knowledge of taxation laws & regulations	
Description of the action	Mass communication on tax collection procedures and penalties for defaulters	
Expected results	<ul style="list-style-type: none"> • 75% of business owners in the municipality are reached • 50% have knowledge of applicable taxation regulations 	
Beneficiaries	Business community; KUC	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 1 000 000 Communication costs: 5 000 000 <p style="text-align: right;">Total: 6 000 000</p>	
Implementation time frame	2009 – 2014	
Financing	Investors/partners: 6 000 000	
Risk factors		

Action code:		1H34
Action name	Action-research study on optimal taxation for local SME	
Specific objective	Determine the optimal taxation levels for the various classes/types of SMEs operating in Kumbo	
Description of the action	Development of ToR; call for proposals and selection of the consultant; presentation to the Council	
Expected results	<ul style="list-style-type: none"> • Typology of SMEs in Kumbo • Tax rate proposals • Financial & breakeven analysis of the major industries present in the municipality • Taxation is commensurate with the income of the average SMEs in various business sectors 	
Beneficiaries	Business community; KUC; State	
Institutional context		
Detail cost (in CFAF)	Study: 10 000 000 Presentation workshop: 250 000 <p style="text-align: right;">Total: 10 250 000</p>	
Implementation time frame	By March 2010	
Financing	KUC: 250 000 FEICOM: 10 000 000	
Risk factors		

Action code: 211	
Action name	Surveillance of child exploitation & trafficking
Specific objective	Implement a child labour exploitation & trafficking surveillance system in at-risk communities and target groups
Description of the action	Identification of child labour exploitation & trafficking networks; signal of trafficking activities; reporting the victims and traffickers;
Expected results	<ul style="list-style-type: none"> • Child labour exploitation & trafficking activities is uncovered and denounced • Trespassers are reported and punished
Beneficiaries	Kumbo community; Law enforcement institutions
Institutional context	
Detail cost (in CFAF)t	Operating costs: 5 000 000
Implementation time frame	Dec 2009 – 2014
Financing	Partners: 5 000 000
Risk factors	

Action code: 212	
Action name	Training of victims of child exploitation & trafficking
Specific objective	Rehabilitate victims and facilitate their social reinsertion
Description of the action	Placement of rescued victims in rehabilitation training centres
Expected results	100 victims of child labour exploitation & trafficking possess the knowledge and skills to engage in decent work
Beneficiaries	Kumbo community
Institutional context	
Detail cost (in CFAF)	25 000 000
Implementation time frame	Jan 2010 – 2014
Financing	Partners: 25 000 000
Risk factors	

Action code:		2I13
Action name	Sensitization campaigns against child exploitation & trafficking	
Specific objective	Inform at-risk communities and households on the legal, social and economic consequences of the phenomenon	
Description of the action	Design and communication of appropriate messages to target audiences	
Expected results	<ul style="list-style-type: none"> • Campaigns are carried out every quarter • At-risk communities and households have the appropriate information to make decisions on their children future 	
Beneficiaries	Kumbo community (households and businesses)	
Institutional context		
Detail cost (in CFAF)	Communication materials: 1 500 000 Field trips: 2 000 000 <p style="text-align: right;">Total: 3 500 000</p>	
Implementation time frame	Dec 2009 – 2014	
Financing	Partners: 3 500 000	
Risk factors		

Action code:		2J12
Action name	Distribution of condoms	
Specific objective	The spread of HIV/AIDS has declined	
Description of the action	Targeting of at risk-groups and promotional distribution of condoms; sales of condoms in target spots	
Expected results	<ul style="list-style-type: none"> • At least 60% of car & bike drivers use condoms during extramarital sexual intercourse • 60% of hotels and bars have condoms to sale 	
Beneficiaries	Kumbo community	
Institutional context		
Detail cost (in CFAF)	Condoms: 5 000 000 Transportation: 1 000 000 <p style="text-align: right;">Total: 6 000 000</p>	
Implementation time frame	By Jan 2010	
Financing	Beneficiaries: 3 000 000 Partners: 3 000 000	
Risk factors		

Action code:		2J12
Action name	Sensitization campaigns on AFC practices	
Specific objective	Most people in the municipality know the appropriate methods to avoid HIV transmission	
Description of the action	Information campaigns with multimedia	
Expected results	<ul style="list-style-type: none"> • All car & bike transporters are reached • Mbororo communities are reached • All trad healers are reached 	
Beneficiaries	Kumbo communities	
Institutional context		
Detail cost (in CFAF)	Communication materials: 1 500 000 Field trips: 2 000 000 <p style="text-align: right;">Total: 3 500 000</p>	
Implementation time frame	By Jan 2010	
Financing	Partners: 3 500 000	
Risk factors		

Action code:		2K11
Action name	Establishment of a women window of the Grants & Loans Scheme	
Specific objective	Provide adapted financial support (about 150 000 CFAF each) to 500 business women	
Description of the action	Capital is deposited in commercial banks to refinance the lending operations of local microfinance institutions to the defined target groups, based on procedures agreed upon. Activities: Information campaign; Examination and Selection of application; disbursement of grants and loans; follow-up and recovery	
Expected results	<ul style="list-style-type: none"> • At least 10% of business women have benefited financial support of the program; • 60% of grants & loans disbursed are offered to women; • 75 millions is disbursed under this window of the Grants & Loans Scheme • The turn over of women SMEs in Kumbo has increased by 75% • 50 formal jobs are created • The average income of participants has increased by 50% • KUC tax revenue has increased 	
Beneficiaries	Business women; Kumbo community and households; microfinance institutions; commercial banks; KUC	
Institutional context		
Detail cost (CFAF)	Revolving fund: 75 000 000 Recurrent costs: 11 250 000 <p style="text-align: right;">Total: 86 250 000</p>	
Implementation time frame	Nov 2009 - 2014	
Financing	Beneficiaries: 11 250 000 Investors/Partners: 75 000 000	
Risk factors		

Action code:		2K12
Action name	Establishment of a women window of the Training Sponsorship & Loan Scheme	
Specific objective	100 business people enrol in training activities by receiving sponsorship and/or loan	
Description of the action	Potential entrepreneurs willing to establish a new business in the sector submit a sponsorship application with a business proposal; a committee then make the decision as to offer a sponsorship or a loan to attend a specific training course;	
Expected results	<ul style="list-style-type: none"> Local business people have adequate innovative & businesses skills More SME businesses have access to adapted microfinance services Customer satisfaction has increased thus fewer households buy goods and services out of Kumbo markets/stores 	
Beneficiaries	Kumbo business community; Schools and training institutions; microfinance institutions; KUC	
Institutional context		
Detail cost (in CFAF)	Revolving fund: 25 000 000 Operating costs: 3 750 000 <p style="text-align: right;">Total: 28 750 000</p>	
Implementation time frame	Dec 2009 - 2014	
Financing	Beneficiaries: 3 750 000 Partners: 25 000 000	
Risk factors		

Action code:		2K13
Action name	Design & implementation of Women Participation Plans (WPPs) for local projects	
Specific objective	At least 60% of the support provided by all partnership projects are offered to women	
Description of the action	Before the signing of every partnership agreement, the SG of KUC consult with stakeholders to draft an EXPLICIT plan stating how women interests will be met by the proposed project	
Expected results	<ul style="list-style-type: none"> Gender imbalance against women (access to productive resources as capital and land) in local development initiatives is reduced 	
Beneficiaries	Business women in Kumbo; Households; KUC	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 2 000 000	
Implementation time frame	Sept 2009 – 2014 (permanent)	
Financing	KUC: 2 000 000	
Risk factors		

Action code:		2L11
Action name	Implementation of the Mbororo improved pasture promotion project (MIPPP)	
Specific objective	Promote the inclusion of the Mbororos by supporting their major livelihood activity (cattle production)	
Description of the action	Same as in action 1B11	
Expected results	Same as in action 1B11	
Beneficiaries	Same as in action 1B11	
Institutional context	Same as in action 1B11	
Detail cost	Same as in action 1B11	
Implementation time frame	Same as in action 1B11	
Financing	Same as in action 1B11	
Risk factors	Same as in action 1B11	

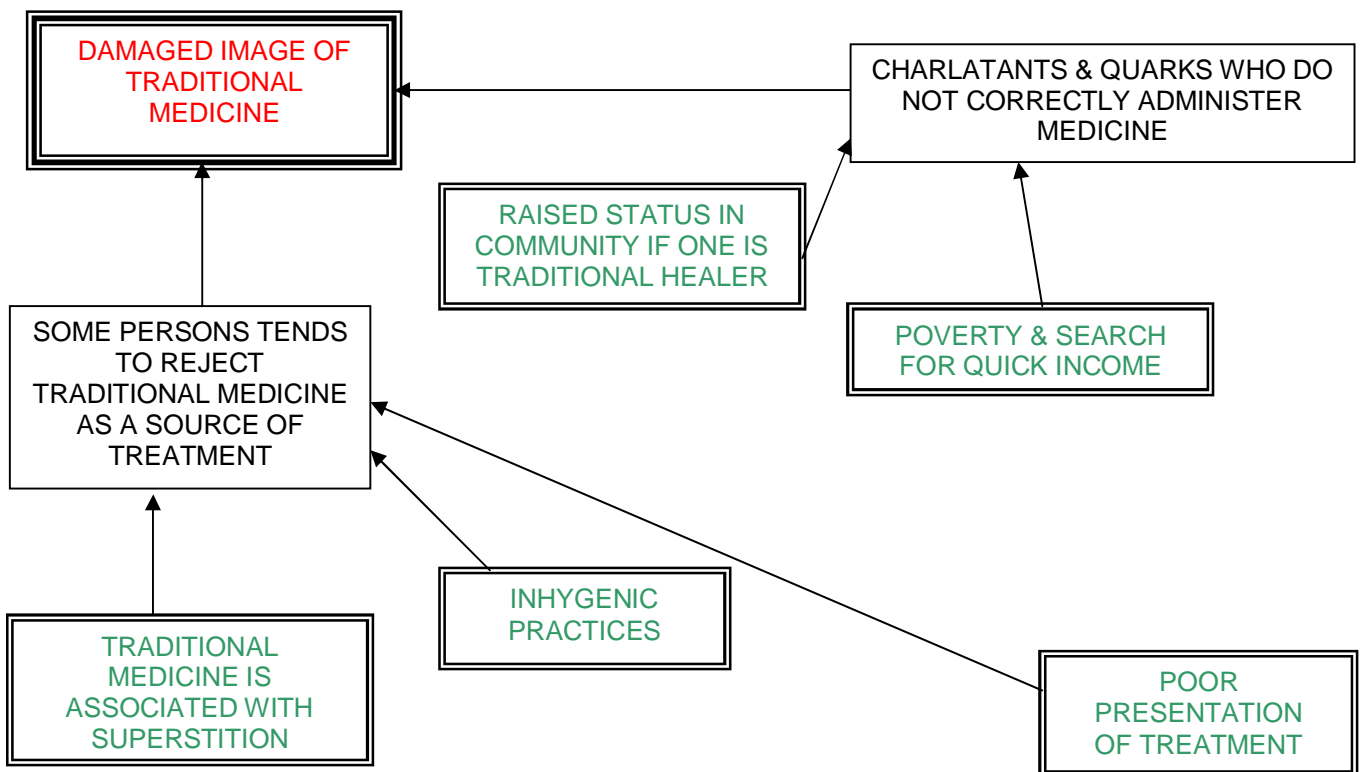
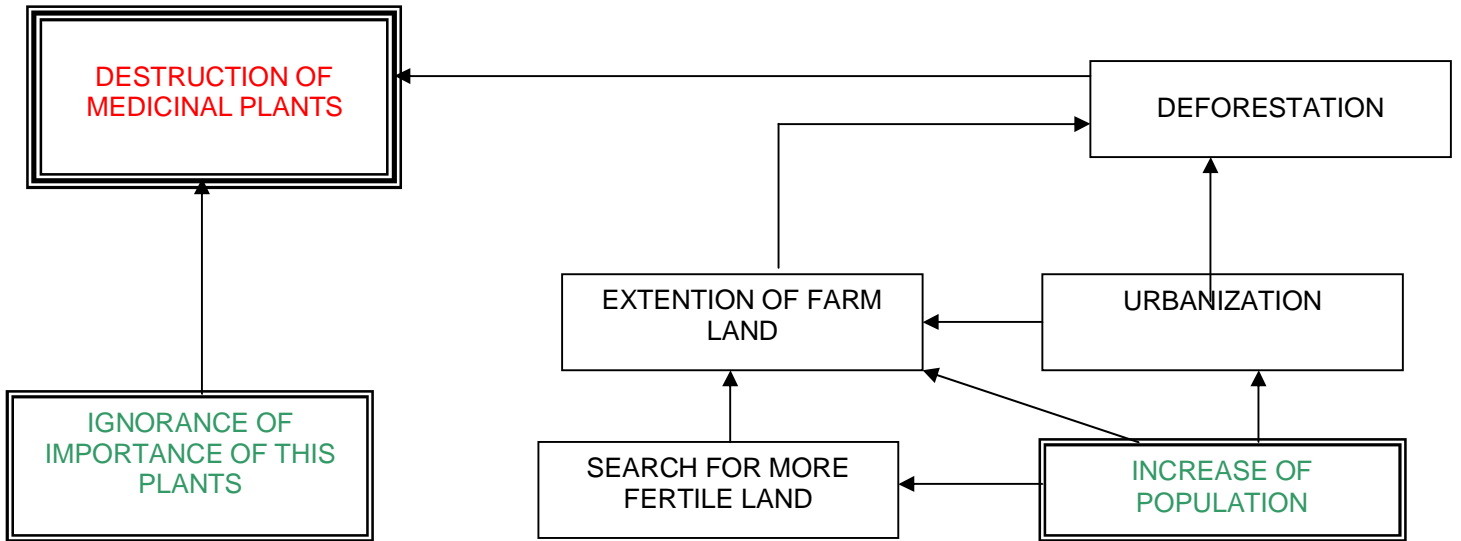
Action code:		2L12
Action name	Establishment of a Mbororo window of the Grants & Loans Scheme	
Specific objective	Provide additional financial support to Mbororo communities (non livestock needs)	
Description of the action	<p>Capital is deposited in commercial banks to refinance the lending operations of local microfinance institutions to the defined target groups, based on procedures agreed upon.</p> <p>Activities: Information campaign; Examination and Selection of applications; disbursement of grants and loans; follow-up and recovery</p>	
Expected results	<ul style="list-style-type: none"> • At least 50% of Mbororo have benefited financial support of the program; • 10% of grants & loans disbursed are offered to Mbororo; • About 12 millions is disbursed under this window of the Grants & Loans Scheme (150 000 CFAF each to 15 Mbororo annually) • The turn over of Mbororo SMEs in Kumbo has increased by 30% • 5 formal jobs are created • The average income of participants has increased by 50% • KUC tax revenue has increased 	
Beneficiaries	Business women; Kumbo community and households; microfinance institutions; commercial banks; KUC	
Institutional context		
Detail cost (CFAF)	Revolving fund: 11 250 000 Recurrent costs: 1 687 500 <p style="text-align: right;">Total: 12 937 500</p>	
Implementation time frame	Nov 2009 - 2014	
Financing	Beneficiaries: 1 687 500 Investors/Partners: 11 250 000	
Risk factors		

Action code:		2L13
Action name	Establishment of a Mbororo window of the Training Sponsorship & Loan Scheme	
Specific objective	20 Mbororo business people enrol in training activities by receiving sponsorship and/or loan	
Description of the action	Potential entrepreneurs in Mbororo communities willing to establish a new business submit a sponsorship application with a business proposal; a committee then make the decision as to offer a sponsorship or a loan to attend a specific training course;	
Expected results	<ul style="list-style-type: none"> • Mbororo entrepreneurs have adequate innovative & businesses skills • More Mbororo SME businesses have access to adapted microfinance services • Customer satisfaction has increased thus fewer households buy goods and services out of Kumbo markets/stores 	
Beneficiaries	Mbororo communities; Kumbo business community; Schools and training institutions; microfinance institutions; KUC	
Institutional context		
Detail cost (in CFAF)	Revolving fund: 5 000 000 Operating costs: 750 000 <p style="text-align: right;">Total: 5 750 000</p>	
Implementation time frame	Dec 2009 - 2014	
Financing	Beneficiaries: 750 000 Partners: 5 000 000	
Risk factors		

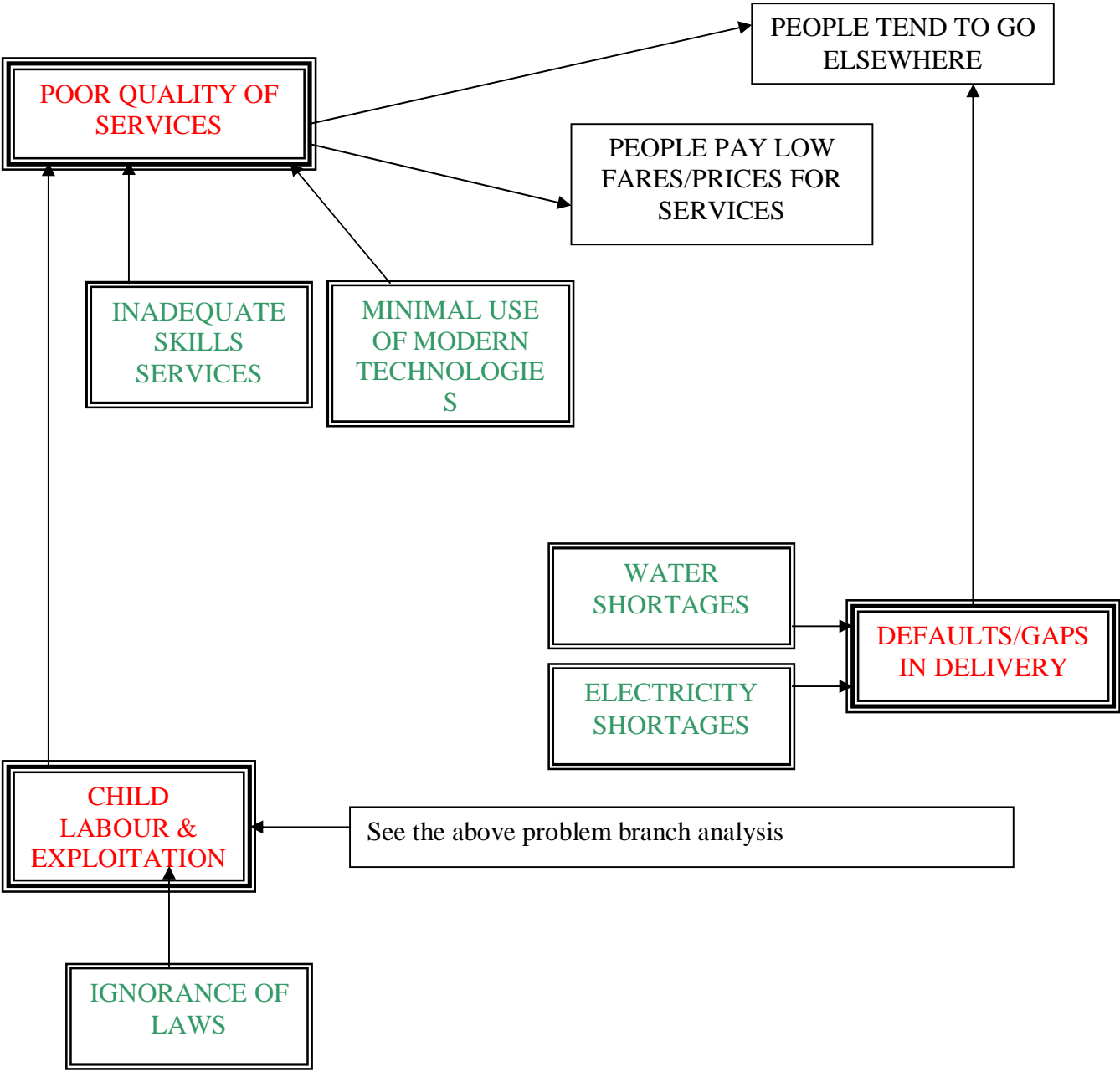
Action code:		2L14
Action name	Design & implementation of Mbororo Participation Plans (WPPs) for local projects	
Specific objective	At least 10% of the support provided by all partnership projects are offered to Mbororo	
Description of the action	Before the signing of every partnership agreement, the SG of KUC consult with stakeholders to draft an EXPLICIT plan stating how Mbororo community interests will be met by the proposed project	
Expected results	Increased participation of the Mbororo (access to productive resources as capital and land) in the local economy	
Beneficiaries	Mbororo communities; Kumbo households and businesses; KUC	
Institutional context		
Detail cost (in CFAF)	Consultant fees: 2 000 000	
Implementation time frame	Sept 2009 – 2014 (permanent)	
Financing	KUC: 2 000 000	
Risk factors		

ANNEXES

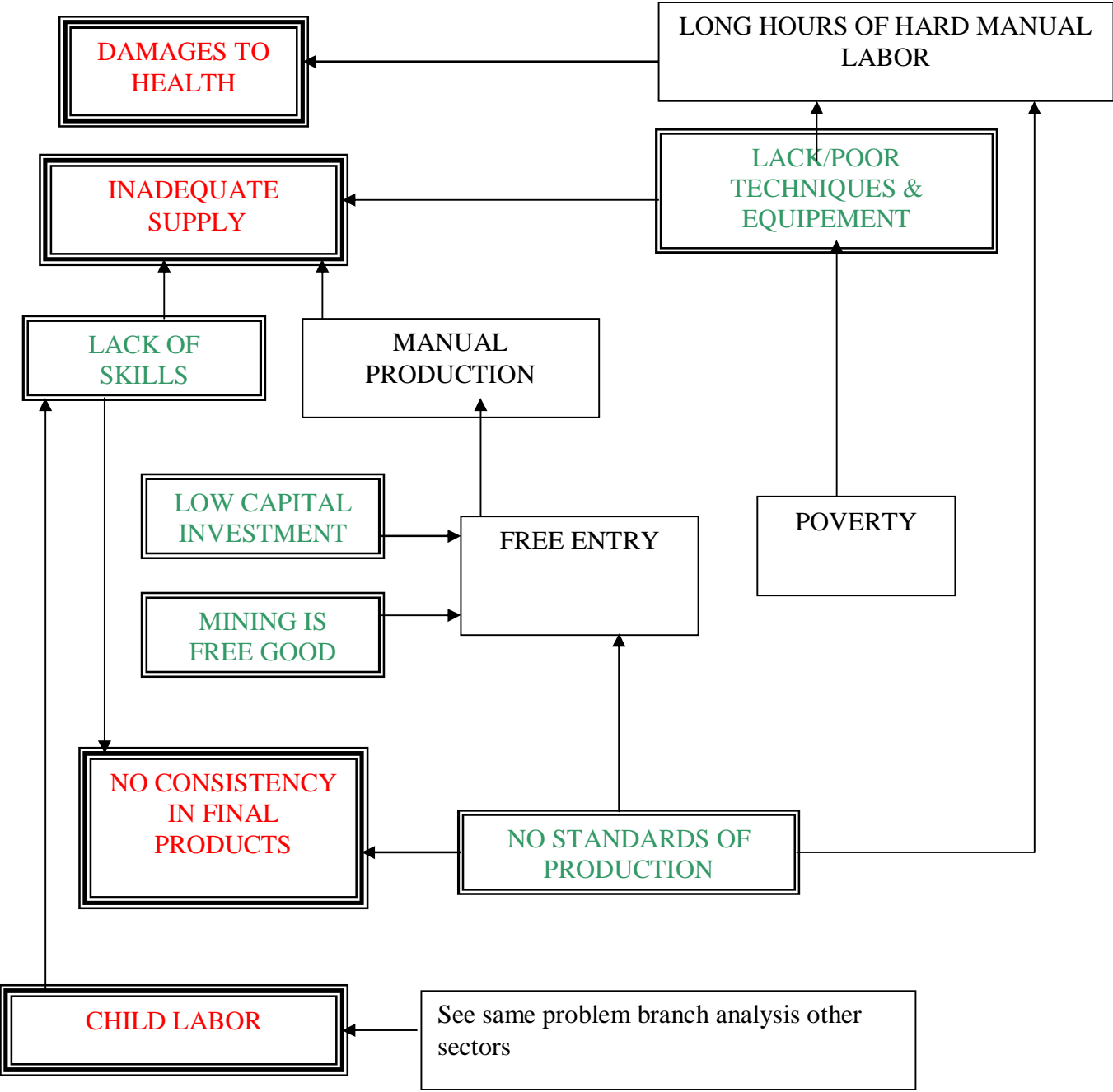
Annex 1A: Problem analysis in the traditional healing sector



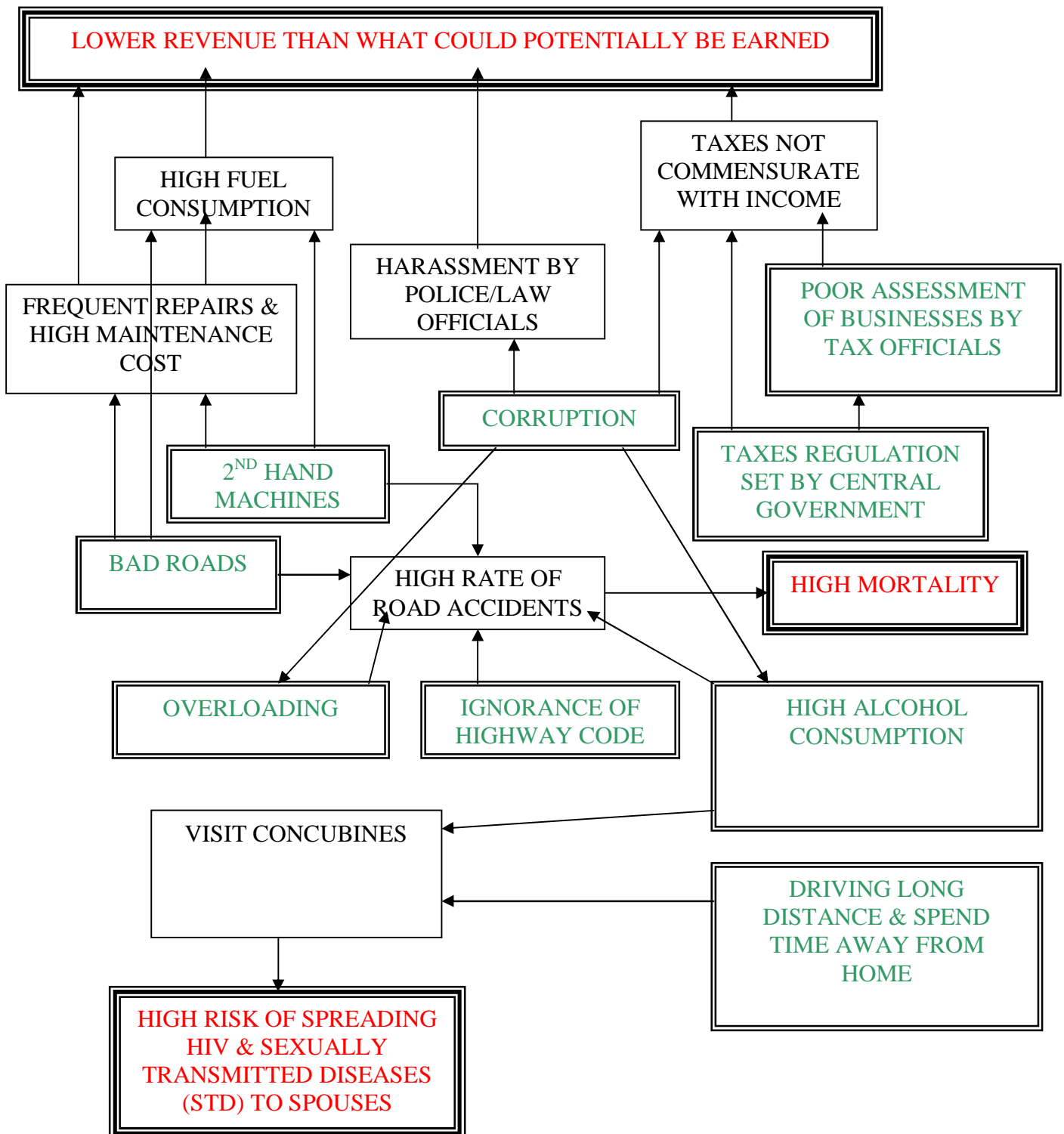
Annex 1C: Problem analysis in the trading/craft sector (continued)



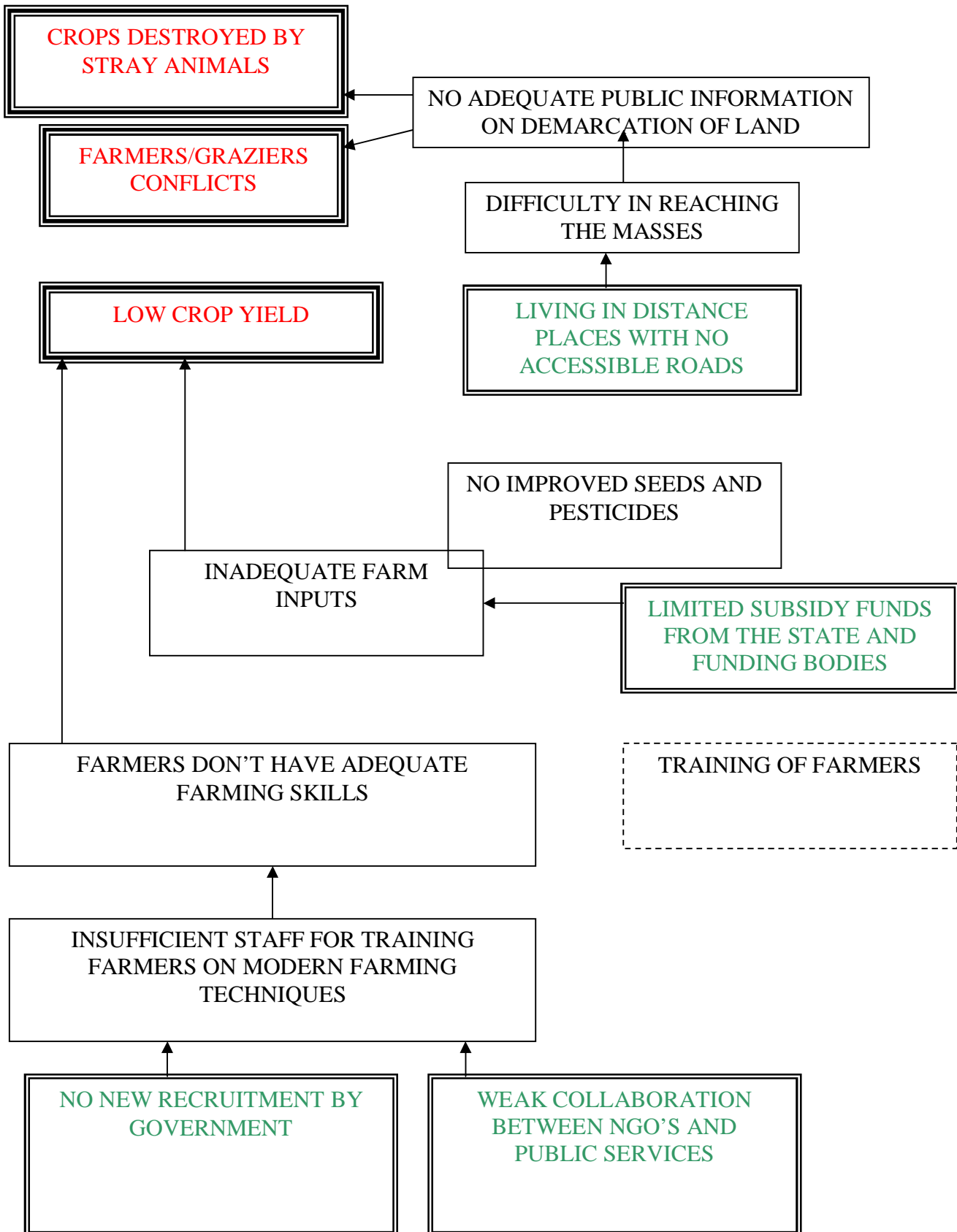
Annex 1D: Problem analysis in the quarry sector



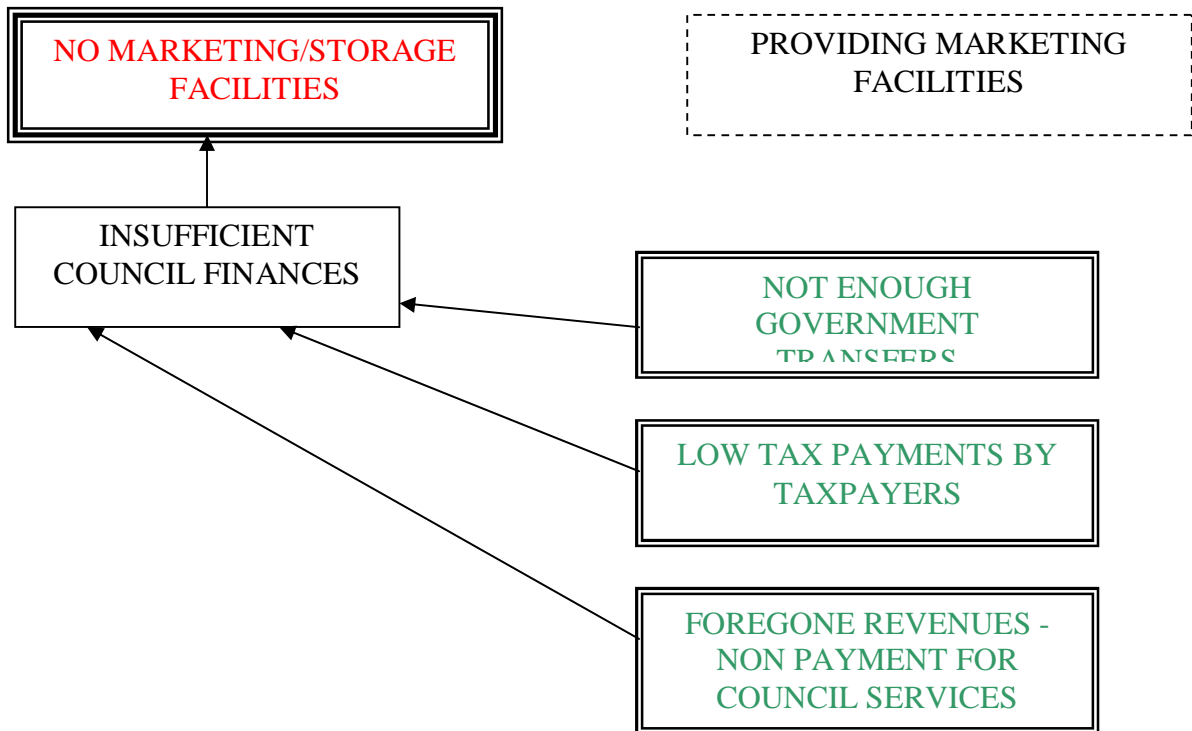
Annex 1E: Problem analysis in the transportation sector



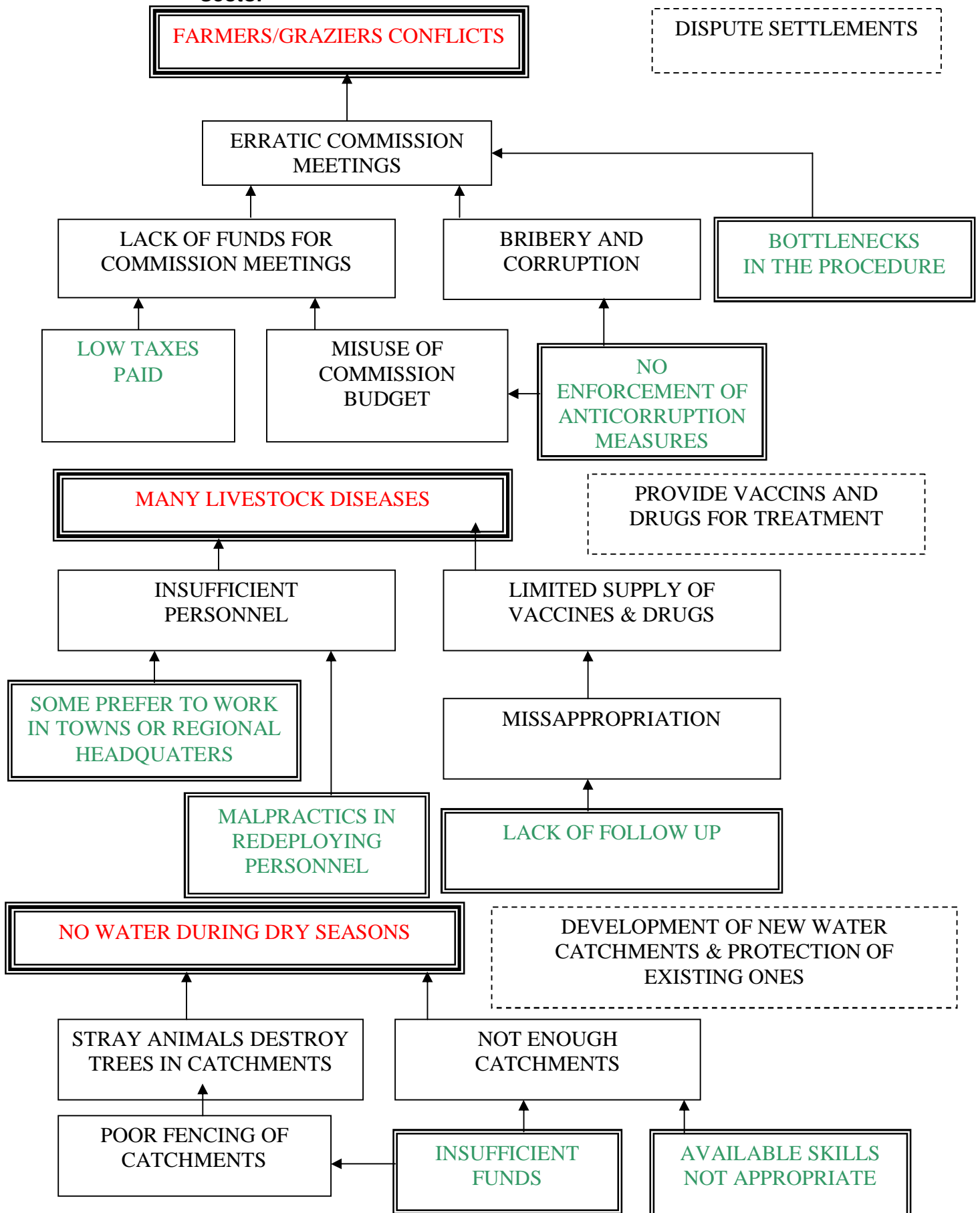
Annex 1F: Problem analysis for the provision of public service in the agricultural sector



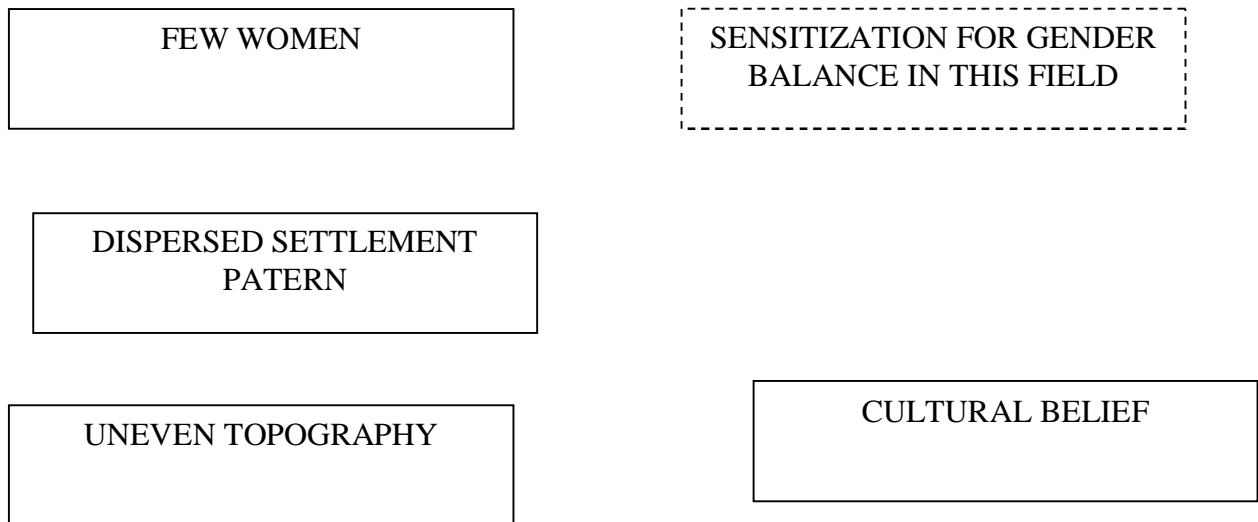
Annex 1F: Problem analysis for the provision of public service in the agricultural sector (continued)



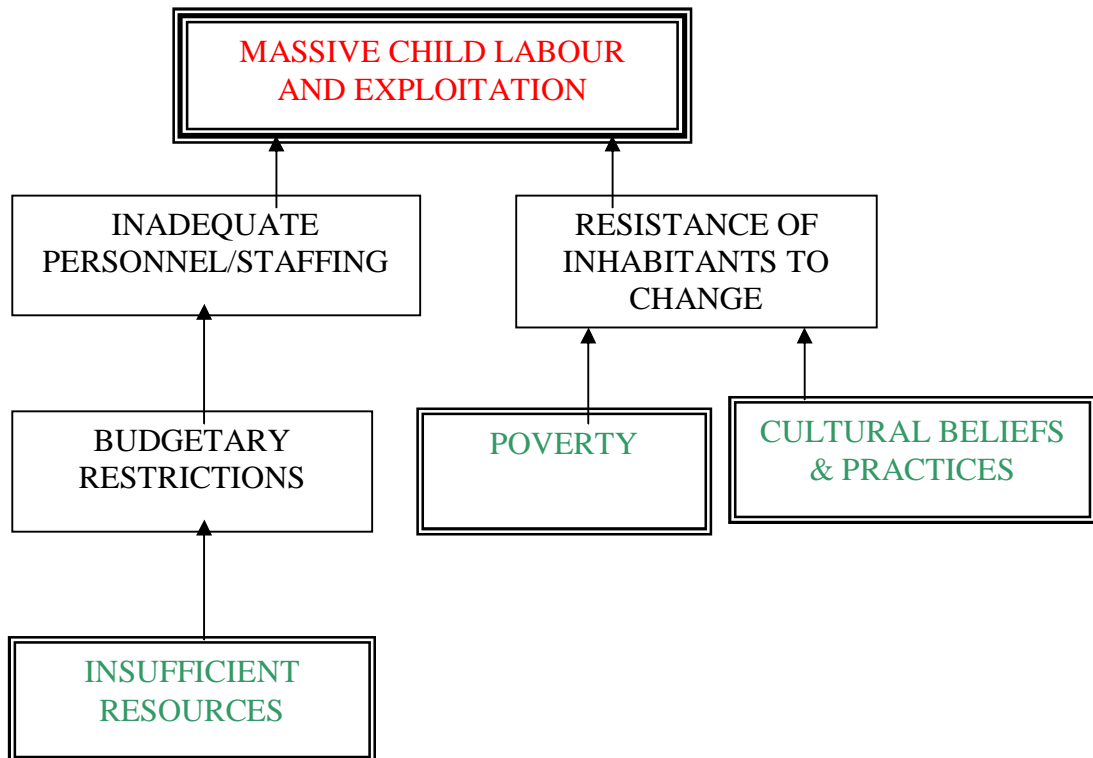
Annex 1G: Problem analysis for the provision of public service in the livestock sector



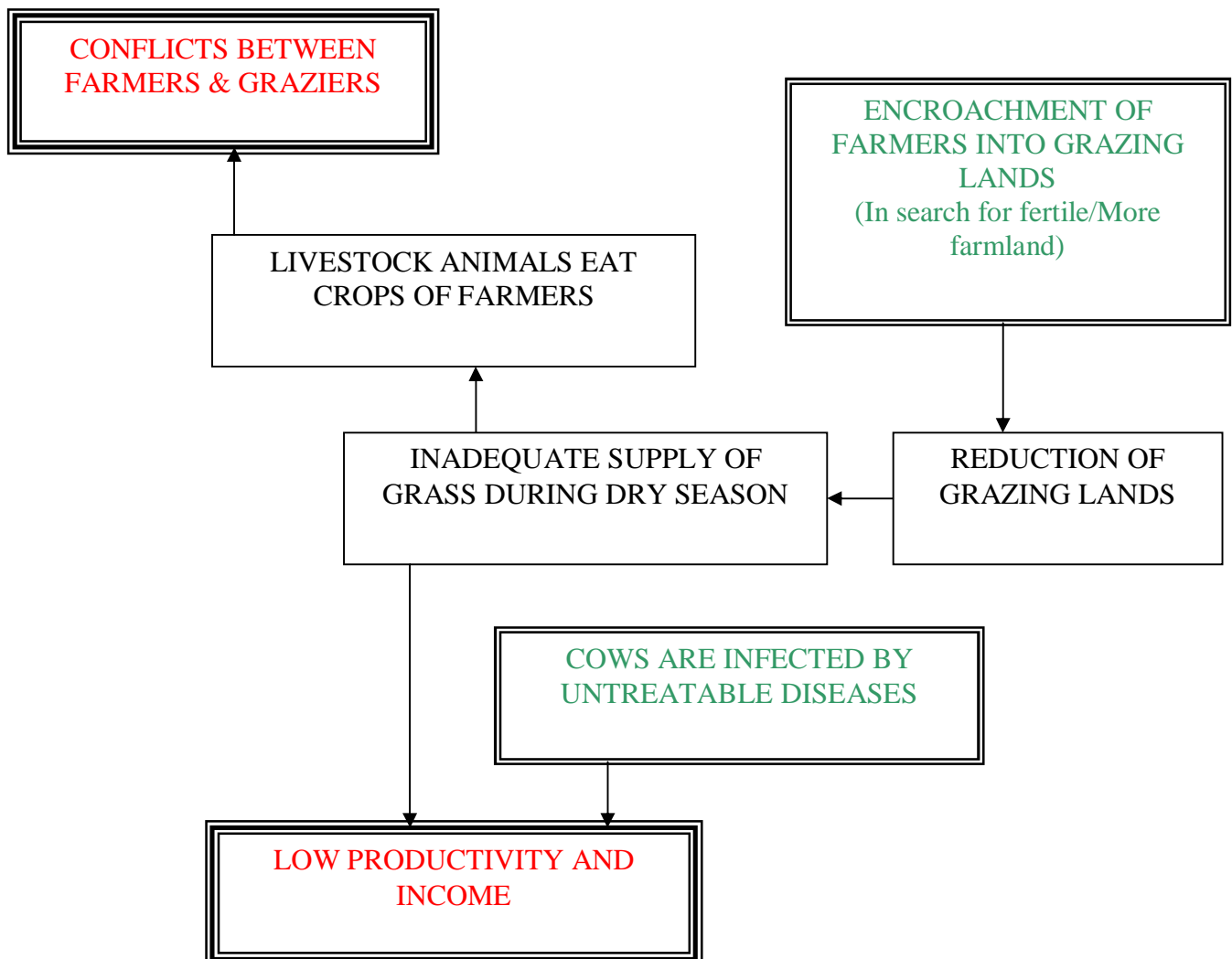
Annex 1H: Problem analysis for the provision of public service in the transportation sector



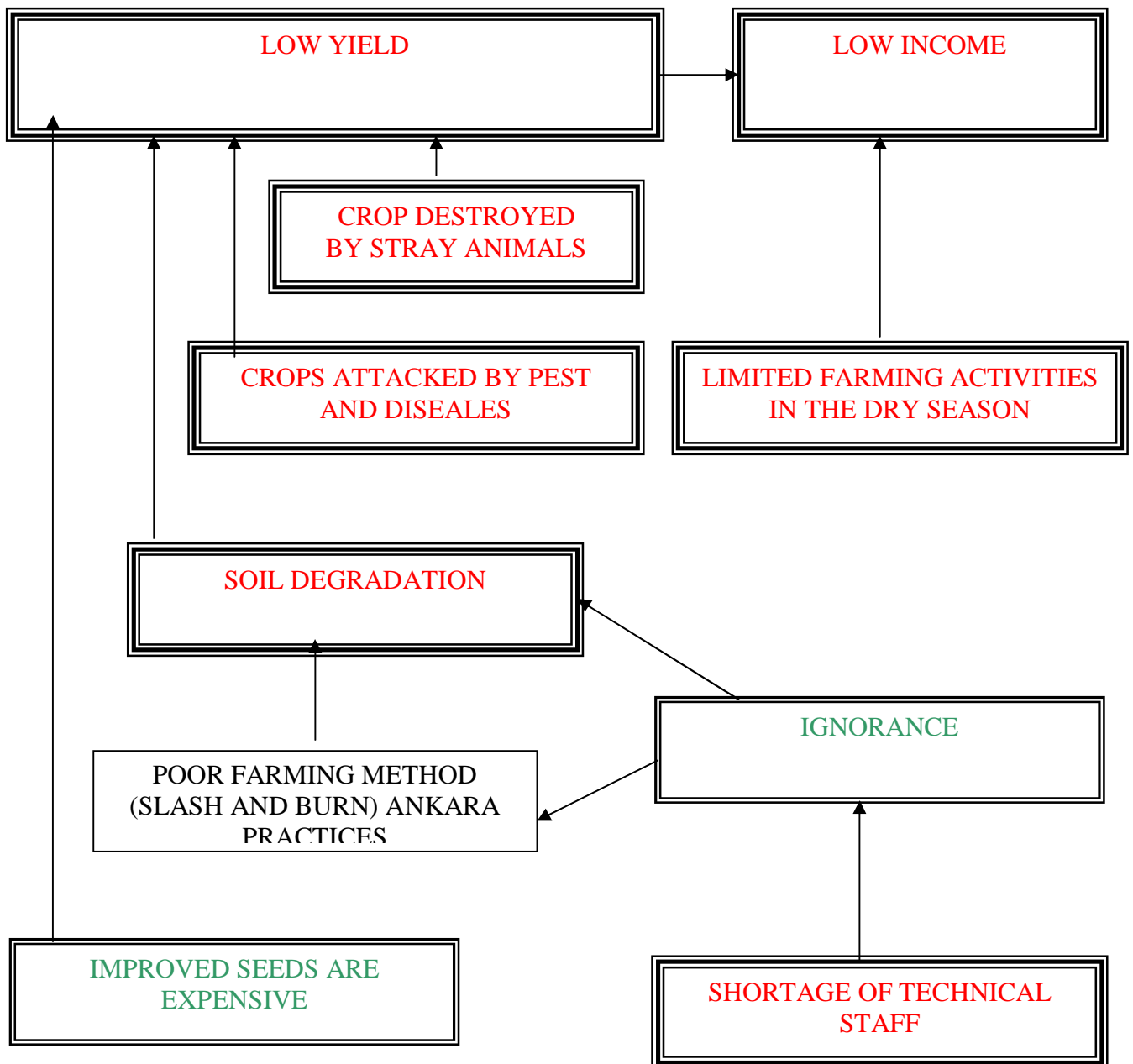
Annex1J: Problem analysis for the provision of public service in the quarry sector



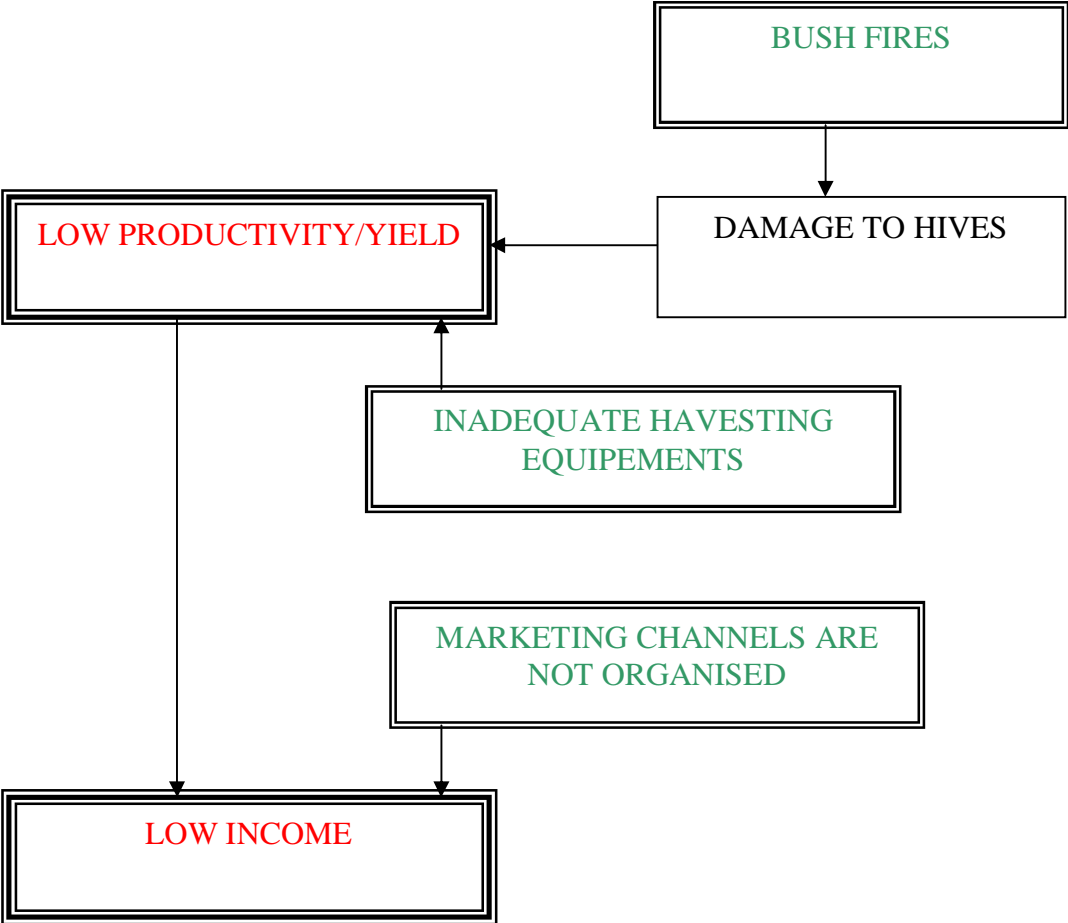
Annex 1K: Problem analysis in the livestock sector



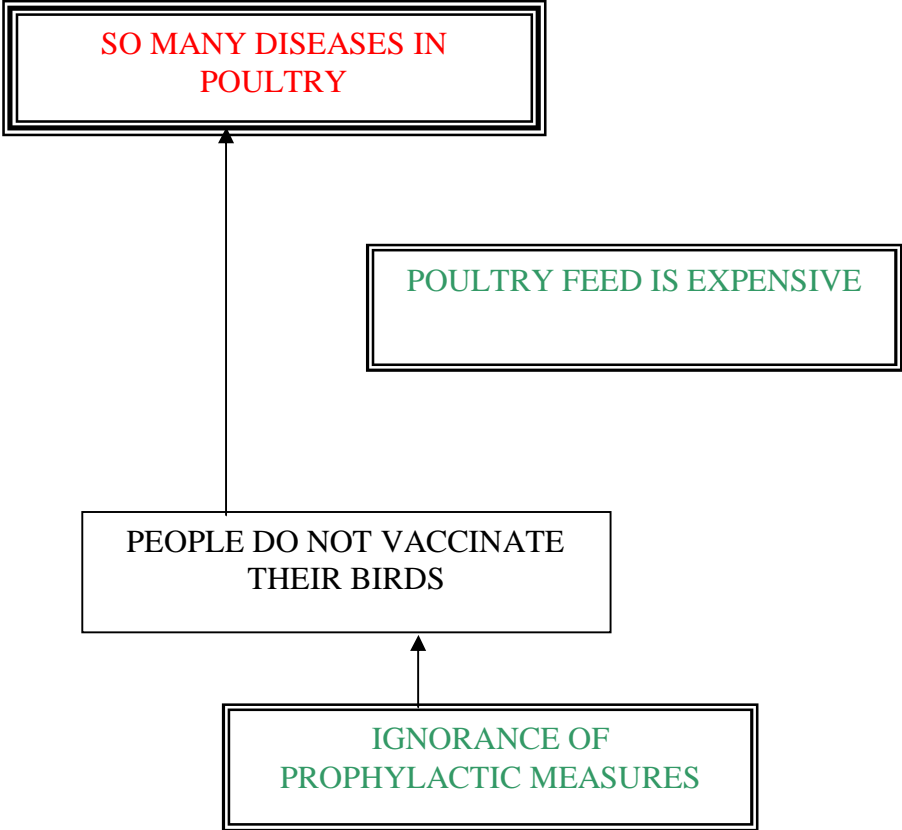
Annex 1L: Problem analysis in agriculture



Annex 1M: Problem analysis of the honey production sector



Annex 1N: Problem analysis in the poultry production sector



Annexe 2: Workshop Findings: LED Strategy in the Main Sectors

2A: Crop farming

Objective1: To develop the potato industry in Kumbo over the next 5 years

- a) Update the Kumbo Potato Cluster Project
- b) Negotiation with potential investors
- c) Start fundraising for the project
- d) Develop partnership with PNVRA

Objective2: To encourage private investors to set up corn processing units in Kumbo

- Identify the investors
- Carry out negotiation with investors on marketing possibilities
- Carry out feasibility studies

Objective3: Improved soil fertility management to eradicate farmers/graziers conflicts and increase crop yields

- Promote the use of fertilizers
- Encourage fallowing with leguminous plants

2B: Poultry production

Objective: Improve the profitability of poultry production by 75%

- Educate and train farmers on how to produce their own feed
- Educate farmers on better poultry management: identification of good breed, hygienic conditions, immunization, housing conditions

2C: Livestock

Objective1: Promote the adoption of modern livestock production systems (improved pastures, etc.) in Mbororo communities to improve productivity and eradicate farmers/graziers land conflicts

-

2D: Transportation

Objective 1: Reduce the number of road accidents

- Educate drivers on high way code and on risks of drunk driving
- Enforce laws from Ministry of transport

Objective2: Increase revenue potential

- Tackle corruption
- *Encourage BUREAU to tackle complaints from drivers
- *Sensitize drivers on their rights
- *Cut fuel consumption of vehicles by reducing the use of second hand bikes

Objectives 3: Reduce the risk of HIV spread

- Distribute condoms
- Continued sensitisation

2E: Trading

Objective 1: Increase skills in trading

- sponsorship and loans for training education especially in new industries
- Set up training schools in business management

Objective2: New innovative services available

- Encourage NGO's to conduct workshop on business management
- Provide loans for those with plans to start new innovative (non replicative) businesses
- Introduce business management in existing technical schools

Objective3: Reduce child labour and provide opportunities for decent work

- Sponsorship to children in training school
- Encourage training school to enrol children at work to increase and promote decent work

2F: Quarries

Obj1: Improve working conditions in the sector

- Set local industry standards
- Procure and distribute basics equipments to actors in the industry
- Training

Obj 2: Organize workers into a union as a channel to disseminate information/ knowledge/ best practises and enforce industry level standards

- Social mobilization/sensitization
- Registration of individuals

2G: Honey production

Objective 1: To improve bee farmer productivity by reducing the incidence of bush fire by 50 % and providing adequate equipments

- Fire-tracing
- Providing honey farmers with better harvesting equipments
- Educating farmers, hunters, graziers , smokers on the effects of bush fires

Objective2: To Strengthen the marketing function of the honey union

- Revamp existing organization on harvesting, marketing skills, better packaging and publicity
- Carry out an action survey on the honey sector
- Diversify honey production (wine, candle, wax, polish, etc.)

2H: Traditional healing

Objective 1: Protect medicinal plants from destruction

- 1-Identify Medical plants and educate people on its benefits
- 2-Cultivate medicinal plants
- 3-Set Forest Reserves

Objective 2 : Uphold promote image of traditional medicine

1-Sensitize Population on properties and benefits of medicinal plants

2-Educate healers on improved sanitary methods and hygiene/ processing and packaging

3-develop the existing processing units within Kumbo (financially)

4-Develop associations to certify traditional healers

5-Develop channels to market plants to healers

6-create more job opportunities in the sector

Annex 3A: Participants to the planning workshop

No	NAME	INSTITUTION	TEL	EMAIL
1.	Shudzeka Jean-Louis	NAVTI Foundation	75 72 30 35	info@navtifoundation.org
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4.	Safiatu Ngo T.	Kumbo Council	75 55 35 53	safiatu_ngo@yahoo.com
5.	Nangsinyuy Felicitas	Kumbo Council		
6.	Jaff Njibring S.	Deputy mayor KC	77 86 43 32	
7.	Yufenyuy Ibrahim	Kumbo Council	77 83 94 76	
8.	Mbuntum N.B. Jerome	Kumbo Council	77 42 20 86	
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Annex 3B: Participants to the validation workshop

23 July 2009, Kumbo, Cameroon

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9.	Ngum Mathias Jumbam	Kumbo Council	77 83 94 76	
10.	Serophine Wisenyuy	Kumbo Council	77 42 20 86	
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12.	Delphine Duisinyuy	BERIKIDS	75 97 80 92	
13.	Cho Theresia	BIPFU	77 26 35 08	
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16.	Fanfon Susan Yah	Kimbo Police Coop. Credit Union	77 83 10 85	
17.	Gisela Berinyuy	SHUMAS	77 30 52 63	
18.	Tabe Blasius	DD MINEPAT		
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20.	Tume Daniel Wirsy	Councillor	77 88 94 86	
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