

REPUBLIC OF CAMEROON

MINISTRY OF TERRITORIAL ADMINISTRATION AND DECENTRALIZATION

NORTH-WEST REGION
MENCHUM DIVISION
WUM SUB DIVISION

WUM COUNCIL



STRATEGIC PLAN (2009 – 2014)

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International Labour Office



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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 Menchum)

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List of Abbreviations and Acronyms

AIDS	- Acquired Immune Deficiency Syndrome
CWA	- Catholic Women's Association
CWF	- Christian Women Fellowship
CYF	- Christian Youth Fellowship
CIG	- Common Initiative Group
COIC	- Cameroon Opportunities Industrialization Centre
COMINSUD	-Community Initiative for Sustainable Development
CPDM	- Cameroon's People's Democratic Movement
DO	- Divisional Officer
GP-DERUDEP	-Grass Field Participatory Rural Development Project
GTZ	- German Development Corporation
HIV	- Human Immunodeficiency Virus
HPI	- Heifer Project International
IDF	- Integrated Development Foundation
ILO	- International Labour Organisation
KfW	- German Development Bank
LED	- Local Economic Development
MINDAF	- Ministry of State Property and Land Tenure
MINADER	- Ministry of Agriculture and Rural Development
MINADT	- Ministry of Territorial Administration and Decentralisation
MINEPIA	- Ministry of Livestock, Fisheries and Animal Industries
MINEBAS	- Ministry of Basic Education
MINEPAT	- Ministry of Economic Development and Regional Planning
MINAS	- Ministry of Social Affairs
MINSEC	- Ministry of Secondary Education
MINEP	- Ministry of Environment and Protection of Nature
MINPROF	- Ministry of Women's and Family Promotion
MINFOF	- Ministry of Forestry and Wildlife
MIDENO	- Northwest Development Authority
MBOSCUDA	- Mbororo Social, Cultural and Development Organization
MIRUDEP	- Menchum Integrated Rural Development Project
OFF	- Ozone Friendly People
PLWHA	- People Living with HIV and AIDS
SDO	- Senior Divisional Officer
SDF	- Social Democratic Front
SNV	- Netherlands Development Organisation
STD	- Sexually Transmitted Disease
SIRDEP	- Society for Initiatives in Rural Development and Environmental Protection
SRTATAS	- Strategic Action to Alleviate Suffering
UNDP	- United Nations Development Programme
WUCMHI	- Wum Community Mutual Health Centre
WUBUSALCO	- Wum Business Women's Savings and Loans Cooperative

EXECUTIVE SUMMARY

With support from the Pro-democracy project of the Canadian Embassy, a Development Plan for the Wum Council was developed for the period 2004-2008. There is evidence that several elements of the plan were not initiated. The Plan covered a wide range of development concerns of the municipality; basic services/infrastructure, crop-livestock and natural resources. Though implementation of the previous development plan has not been evaluated, the current plan is being produced within the framework of cooperation agreement with the International Labour Organisation (ILO) Project TC-RAM Project N° CMR/06/50NET; two other councils of the Northwest Region, Bali and Kumbo are also benefiting from this cooperation agreement. Though the active lifespan of the ILO project ends in December 2009, a Council Development Plan has a long-term vision for the municipality. In this context, the duration of the plan is neither limited by the lifespan of the political party managing the council nor the duration of the current ILO technical cooperation project. The Cameroon People's Democratic Movement (CPDM) took over the Council from the Social Democratic Front (SDF) after the 2007 municipal council elections. Despite these political changes, militants of both parties have continued working in synergy for the development of the Wum municipality.

The twenty (20) years vision of the plan is *To make the Wum Municipality a destination where residents can work and enjoy themselves in a safe, healthy and prosperous environment.* The five (05) years goal of the plan was discussed and agreed to be Municipality living in harmony with nature, endowed with a diversified and vibrant economy, where human dignity is promoted. Based on an analysis of the socio-economic and institutional context, and in view of the enhanced decentralisation of 2010, six strategic objectives were sketched out as follows:

- ü *Basic infrastructure within the municipality improved;*
- ü *Prevalence of popular diseases such as HIV, AIDS, Malaria, Typhoid and Tuberculosis reduced;*
- ü *Economic empowerment of women, youths and the Mbororos ensured;*
- ü *Incidence of child labour and child trafficking Reduced;*
- ü *Managerial and leadership skills of development actors improved;*
- ü *Sustainable funding strategy for the Wum Council developed and implementation initiated.*

For each of these strategic objectives, indicative operational plans were developed comprising; key activities, indicators, sources of verification and potential funding sources. The overall cost of the implementing the plan will be at least FCFA **207,500,000** (Two Hundred and Seven Million, Five Hundred Thousand). The implementation of the plan has been initiated within the framework of on-going cooperation agreement between the TC-RAM Project and three councils in the Northwest Region of Cameroon: the Bali Council, Kumbo Council and Wum Council.

Adopting the LED-Local Economic Development approach in the production of the current development plan imposes some level of humility, patience and tolerance by all development partners of the Wum municipality. This notwithstanding, the Development Plan needs to be presented and adopted by a resolution of a session of the Wum Council in order to render it a statutory working document. Furthermore, the Lord Mayor will need to organise explanatory meetings with technical divisional, regional, national and international partners (in and out of Cameroon) to secure their support in the execution of the provisions of this development plan.

1. INTRODUCTION AND BACKGROUND

1.1. Location and organisational composition of the Wum Municipality

Wum is the divisional and divisional head quarters of the Menchum Division and Wum Central Sub-division. Wum town is located at some 83 km from Bamenda, the Regional Capital of the Northwest Region. The Wum Council has a total surface area of 776 km². It is located between latitudes 6N and 7N and longitude 9E and 10E. The useable areas range from 600m, through 900m to 2140m above sea level.

The municipality has geographical boundaries with the Federal Republic of Nigeria to the West, Fungom Sub-division to the North, Fonfuka Sub-division Northeast, Fundong Sub-division to the Southeast and the Mechum Valley sub-division to the South.

The Wum Council has several chiefdoms namely *Kesu, Naikom, Magha, Cheregha, Aguilli, Atwe-Meteng, Bangwe, Itiaku, Zonghokwo, Zonghofu, Zonghotegha, Watue, Wajung, Ghidze, Waindo and Bu*. At the head of each of these chiefdoms is a chief or Fon, a common appellation across the Northwest Region. The Paramount Fon of Aghem resident in Wum Town coordinates the activities of all the other chiefs. With the exception of Bu, all the chiefdoms are concentrated into what is commonly called Wum Town.

1.2. Institutional evolution and management of the Wum Council

It became a council area in 1948. It was known as the Wum Native Authority and included Kom, Fungom, Furu-Awa, Beba-Befang and Essimbi. In 1964, the name Wum Native Authority was changed to the Wum Area Council with Kom area carved out to form the Kom-Bum Area Council. The Council was chaired by the district officer and later by an elected Chairperson. In 1974, the Council became the Wum Rural Council and Council Management was put under the control of appointed Municipal Administrator. In 1993, Wum Rural Council was carved into four corresponding to the four sub-divisions: Furu-Awa, Fungom, Benakuma and Wum Rural Councils. By virtue of the provisions of Decree N^o 2004/18 of 22nd July 2004, on rules applicable to councils, Wum Rural Council simply became the Wum Council.

Between 1948 and 1960, the council was managed by 8 colonial administrators as district officers, between 1961 and 1976 by nine (09) appointed chairpersons, between 1974 and 1995 by nine (09) appointed Municipal Administrators and 1996 till date by three (03) democratically elected mayors of legalised political parties. It functions through four committees; a) Economy and Finance, b) Works, Infrastructure and Materials c) Agriculture and Natural Resources and d) Health and Social Affairs. Like other councils in Cameroon, the supervisory authority of the Wum Council is the Senior Divisional Officer (SDO) for Menchum Division.

In the context of the current management of councils in Cameroon, the Wum Council has twenty five (25) Councillors. One of them has been elected Lord Mayor by the Councillors and two (02) as Deputy Lord Mayors; the First Deputy Lord Mayor is a lady while the Second Deputy is Mbororo. The Lord Mayor has a post-graduate training in Petroleum Engineering and works at the Headquarters of the National Hydrocarbons Corporation, Yaounde. The First Deputy is a Grade 1 teacher while the Second Deputy has the General Certificate of Education (GCE) Advanced Levels. Both the first and second deputy mayors are resident in Wum. The Secretary General has a Diploma in Surveys and is currently enrolled on an HND - Higher National Diploma in management. The Municipal Treasurer has a Diploma from the Local Council Training School in Buea.

All the twenty-five councillors belong to the CPDM - Cameroon People's Democratic Movement party. Prior to the 2007 municipal council elections, the Wum council was managed by the SDF - Social Democratic Front party.

While overall council business is supervised by the Senior Divisional Officer (SDO) of Menchum, the Lord Mayor has responsibility for convening and presiding over council meetings as head of the municipal administration. The chief executive officer of the council is the Secretary General. The council functions through permanent committees: Health and Social Affairs, Works and Infrastructure, Economy and Finance, Agriculture and Natural Resources. Each of the committees is headed by an elected councillor. Major decisions of the council including the annual budget are adopted during council sessions. Based on the administrative accounts of the Wum Council, and as summarised in the table below, council revenue and expenses have been on the decline over the past five years.

Fiscal Year	Revenue (FCFA)	Expenses (FCFA)	Gap (FCFA)
2004	121,759,815	99,553,695	22,206,120
2005	101,891,802	80,340,570	21,551,232
2006	109,652,689	109,533,562	119,129
2007	96,282,755	96,008,555	274,200
2008	77,251,496	76,804,358	447,138

Like other councils, the Wum Council has statutory responsibilities that include: the construction and maintenance of municipal roads, supply basic utilities (open parks, public toilettes, markets, slaughter slabs, etc) to the municipality, asset management, household waste collection and disposal, the issuing of construction permits, etc. Most, if not all of the technical responsibilities are supposed to be carried out with assistance and/or in collaboration with sub-divisional and divisional technical services.

A Council Development Plan for the municipality developed in 2004 by a consultancy firm (STRATEGIES) and with support from the Canadian Pro-Democracy Project expired in December 2008. The LED approach was not used in elaborating the plan and its development was too council-oriented. This, notwithstanding, implementation of the plan is still pending an evaluation. Apart from statutory support provided by the Ministry of Territorial Administration and Decentralisation, the ILO TC-RAM project is the only other technical and financial partner of the Wum Council. It is expected that this support will cover the entire lifespan of the ILO project in the Northwest Region.

1.3. Population size and ethnic composition of the Wum Municipality

The population of the Wum Council Area was estimated at 80,000 inhabitants in 2004 with slightly over half of this being women. Assuming a national annual population growth rate of 3%, it is projected to be 120,000 inhabitants by 2025; with Wum town estimated to be 78,000 inhabitants and Bu 17,000 inhabitants and 25,000 inhabitants in other surrounding villages. Based on this population size, human population density was estimated at 66 persons per km². Though there has been no official reliable population statistics in Cameroon since the 1987 national population census. It is assumed that Wum Town and Bu village will lead the development process of the municipality.

It is reasonable to assume that the human population has been increasing on account of the upward trends in household average size of 07 (and 10 larger amongst the Fulani), increasing fertilities, increasing number of educational infrastructure, increasing demand for farm and pasture land as well as improving healthcare delivery systems and immigration. These factors suggest that the proportion of women and youths in the total population of the council area has been on the increase and should remain so in the far future.

Four different linguistic or ethnic groups live together in the council area: Aghem, Tikari, Fulani (also called *Mbororo*), the Hausa and Widikum. There are also immigrants from Nigeria and several other parts of Cameroon engaged in agricultural and other income generating activities including the civil service. The Aghem, Tikari, Hausa and Fulani ethnic groups are concentrated in Wum Central, while the Widikum are mostly found in Agulli, Atwe, Menteng, Itiaku and Bangwe.

1.4. Economy of the Wum Municipality

Wum Municipality is essentially a peasant economy with the main economic activities of inhabitants being crop and cattle farming. While crop farming is primarily the stranglehold of the Aghem, Widikum and Tikar ethnic groups, the rearing of cattle is largely carried out by the Fulani. Cattle herd size is estimated to about 20,000. Sheep, goats, pigs and chickens are reared by all the ethnic groups. The Fulani who moved into the municipality in the early 1950s have developed transhumant settlement patterns whereby households have permanently settled and only cattle seasonally move accompanied by herdsman. Like crop production, cattle production is still essentially extensive with little or no use of inputs.

The crops cultivated include coco-yams, maize, beans, groundnuts, yams, soybeans, plantains, banana/plantains, pepper and oil-palm. The main cattle breeds are the *Red (also called Mbororo)* and *White Fulani*. Improved breeds of cattle particularly the Boran were introduced by Heifer International Cameroon (HPI) to survivors of the Lake Nyos gas disasters. As a result of support by HPI, crosses of local and improved breeds of cattle have become a popular feature of cattle production within the Wum municipality.

While many of the Fulani are taking up crop farming as they permanently settle, the non-Fulani have also invested in cattle rearing giving rise to increasing prospects of cohabitation of crops and cattle. Other income generating activities include provision stores, motorcycles, road-side restaurants, tailoring, vehicle and bicycle repairers, etc.

2. THE PROCESS OF PRODUCING THIS DEVELOPMENT PLAN

2.1. Conduct of thematic baseline studies

The process of producing Development Plan for the Wum Council started with five thematic baseline studies for the ILO TC-RAM Project N^o: CMR/06/50NET in 2008 and were completed in February 2009. The studies included covered three councils in the Northwest region and focused on:

- Local Economic Development of the municipalities;
- Child Trafficking and Child Labour;
- Women, Gender, HIV and AIDS;
- Financial Sources of Council Development Plans;
- The Mbororo or Fulani.

Each of these baseline studies outlined the constraints and development opportunities in each of the municipalities. Results of these studies were presented, discussed and validated in a planning workshop which brought together participants from a wide range of development domains across the Northwest Region. An important deliberation of the planning workshop was the presentation, discussion and adoption of Terms of Reference for Local Council Consultative Committee.

2.2. Setting up of a Local Council Consultative Committee

A Council Consultative Committee (LCC) comprising 19 (Nineteen) people has been set up by Municipal Order representing the main development actors of the Wum municipality. The committee which is expected to meet at least once every year is convened and presided over by the Lord Mayor of the Wum Council and comprises representatives from:

- The Wum Council (03)
- Divisional technical services (02)
- Traditional authorities (02); one of whom is of the Mbororo community;
- Economic operators of the municipality (03); two cooperatives and one micro-finance establishment;
- Civil society organisations (08); one of whom is a representative of Worker's Syndicate, one working on child labour and child trafficking and one from a vocational training institution.

2.3. Setting of the Wum Council Development Plan Task Force

A Task Force for the production of the Wum Council Development Plan was constituted and convened to a working session by the Lord Mayor. The Task Force comprised 15 individuals representing:

- Wum Council (03) comprising the First Deputy Mayor, the head of the Finance Committee, the Secretary General of the Council;

- Council Workers Representative (01);
- Economic operators (03) one of whom was from a micro-finance establishment, 01 representing traders and another representing private healthcare delivery;
- Divisional technical services (02); representing Women's Empowerment and Environment and Nature Protection;
- Civil society (03) one working on Mbororo, one working on child labour and child trafficking and another on vocational training;
- Divisional Officer of Wum Central (01);
- Former Lord Mayor (01)
- Vocational training institution (01)

2.4. Production of the draft Wum Council Development Plan

A Task Force comprising eighteen (18) people met in the Wum Council Hall between Monday June 15th, Friday 19th 2009 to brainstorm and generate ideas for the production of the current Council Development Plan. The Task force comprise:

Table: Task Force for the Production of the Wum Council Development Plan

S/N	Name	Function
1	Moma Henry Awah	Divisional Delegate, MINEP
2	Haruna Umaru	MBOSCUDA
3	Ndikitum George	IDF. Bamenda
4	Ghong Fidelis Fuo	Councillor, Wum Council
5	Wallang David Akwo	Councillor, Wum Council
6	Hamza Umaru	Councillor, Wum Council
7	Amua Ewo Christine	Trader
8	Benue Christable Tantoh	Wum Mutual Health
9	Gama Hycenth	Secretary General, Wum Council
11	Cheng Edward Muwah	Former Mayor/GHS, Wum
12	Amuam Ebua-Ekei	Menchum Driver's Union
13	Ghong Ivor Nju	Councillor, Wum Council/COIC
14	Useine Adamu	Representative of Ardo, Wum
15	Shung S. K.	Credit Union Society
16	Knag nee Kom Delis Zei	First deputy Mayor, Wum Council
17	Ndema Gastow Wandja	Divisional Officer, Wum
17	Nkume Theresia Ndifon	Divisional Delegate, MINPROF
18	Vabi Michael	Consultant and Process Facilitator

The draft plan was circulated to members of the Task Force for comments/inputs and later presented, discussed and contents adopted for implementation on Friday August 7th 2009 in the Wum Community Hall.

The process leading to the production of the Wum Council Development Plan has been highly participatory, inclusive, consistent, iterative and entertaining. It benefited from the strong commitment of local development actors of the Wum municipality.

2.5. Implementing the Wum Council Development Plan

The implementation of the Wum Council Plan covers the period January 2009- December 2009. The period January-June 2009 was characterised by series of preparatory activities and awareness raising campaigns that culminated in the production of the current development plan. The period July-December 2009 will be focused on the finalisation, approval of the plan during a council session and eventual implementation of planned activities.

Overall, the Wum Council Development Plan attempts to transform the vision of the municipality into a goal, council projects and/or actions points where development actors of the municipality would use as rallying points.

During the debriefing meeting in Wum on Friday August 7th, it was agreed that an Operational Committee be put in place by a Municipal Order for the **monitoring and evaluating progress of the execution** of the interventions retained within the framework of the current plan. Another important function of the Operational Committee will be the development/updating of the annual work plans and budgets of the development plan. The committee comprises representatives from the following institutions;

- The Wum Council ;
- Related NGOs operating within the Wum municipality;
- At least two related State Technical Services;
- Representatives of the Mbororo community;
- Technical partners of the Wum Council;

While reporting to the Lord Mayor, the committee is a *defacto* committee of the Local Consultative Committee.

3. CONTEXTUAL ANALYSES

3.1. Problem Analysis

The stage for the production of the Development Plan was initiated with a review, update and completion of the analyses of the context initiated by the baselines diagnoses. In order to ensure coherence, four out of the five thematic domains were used viz:

- *Local Economic Development Context*
- *Vulnerable Social Groups (Women, Youths and the Mbororo)*
- *Community Healthcare, HIV and AIDS*
- *Child Labour and Child Trafficking.*

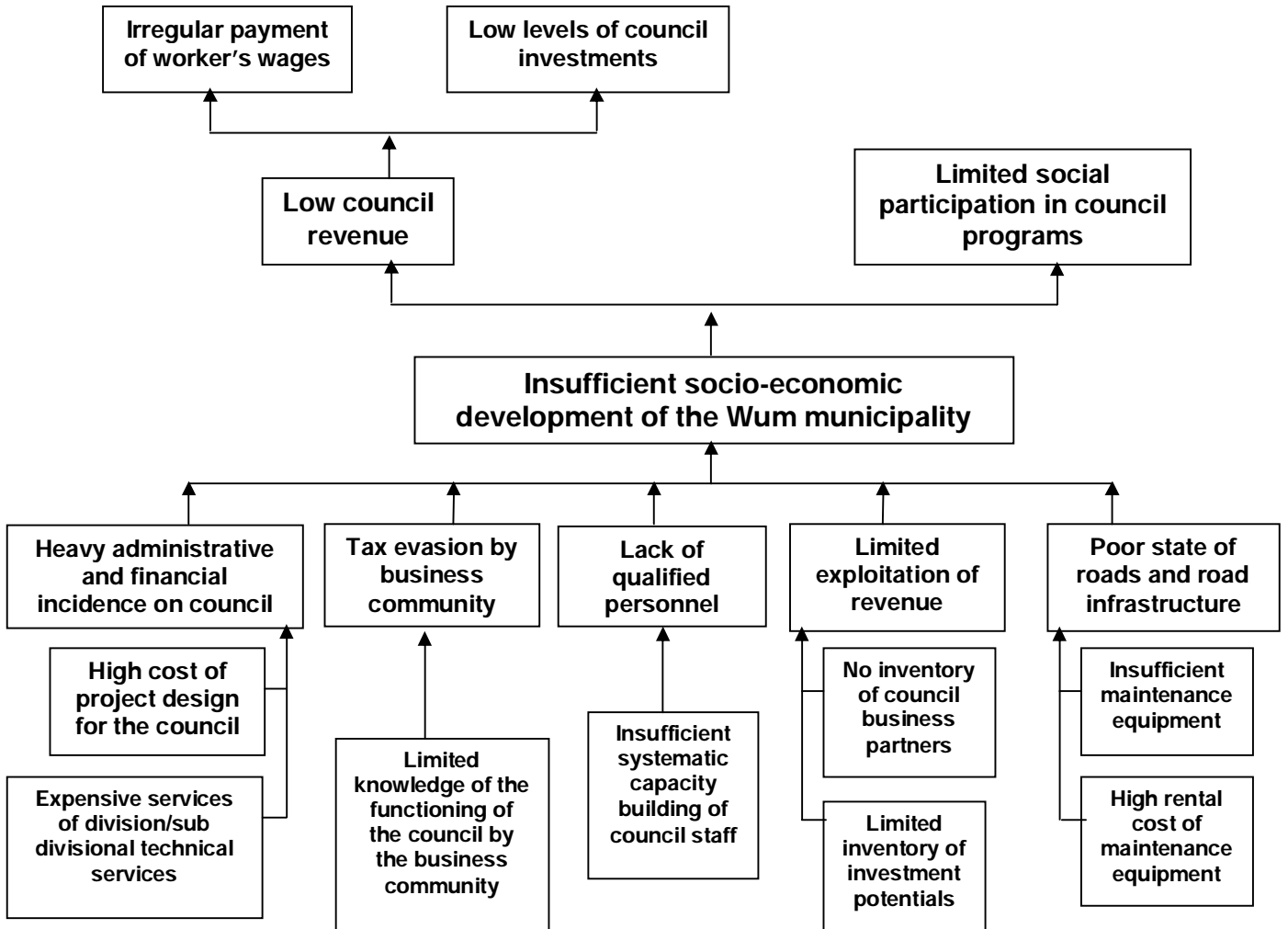
3.1.1. Local Economic Development Context

The Wum Council is a predominantly subsistence-oriented municipality with an emerging informal sector. In general, basic infrastructure in all sectors is either absent, operating below optimum, undeveloped, dilapidating or insufficient. Basic services – schools, healthcare facilities, state offices, local development actors - are concentrated in the built up semi-urban centre of the municipality. Except for an insignificant minority, living standards of inhabitants of the build up area (what is generally called Wum Town) is below optimum. The town is an exit of many feeder villages to Bamenda (the regional headquarter of the Northwest region), and several social misdeeds are bound to be on the increase. Like other councils, revenue from the traditional source FEICOM has been on the decline.

In the light of this, the core problem of the Wum Council was summarized by the planning team as *Insufficient Socio-economic Development of the Wum Municipality*. As summarized in **Figure 1**, the immediate causes of insufficient socio-economic development of the municipality identified by the planning team include amongst others;

- *heavy administrative and financial incidence on the council;*
- *tax evasion by the business community;*
- *insufficient qualified personnel;*
- *limited exploitation of other revenue sources;*
- *poor state of farm-to-market roads and other infrastructure.*

Figure 1: Problem Tree for Economic Development Context of the Wum Council



3.1.2. Vulnerable Social Groups (Women, Youths and the Mbororo)

The most visible vulnerable social groups of the Wum municipality include women, youths and the Mbororo. Overall, these social groups are still subjected to various forms of inequalities due to discriminatory political and socio-cultural practices. These practices include amongst others,

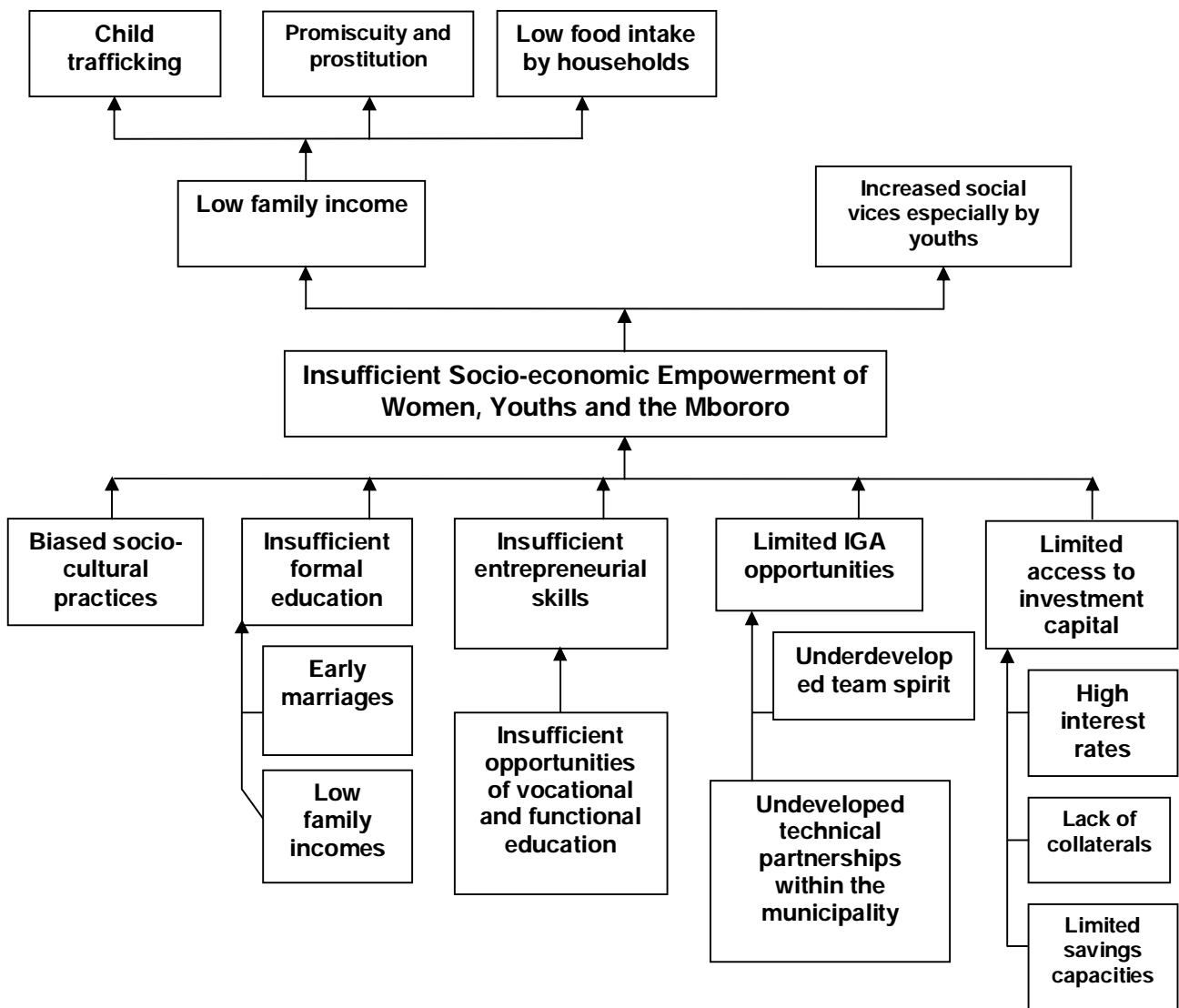
- The Christian and Moslem religions demand total submissiveness from women while the traditional religion considers the man as the head of the household, whose authority is to be respected by all including women and youths;
- Across the board, women are not supposed to inherit property but are inherited by brothers in-law in the event of the death of their spouses. The property left by husbands are controlled by their successors who traditionally is either his son or brother;
- Forced/early marriages and polygynous marriages encourage gender inequalities considering that young girls (usually between 12-14 years) are required to get married in order to reduce the burdens of child rearing. Within the Mbororo community girls are simply forced into marriages without their consent, men can generally marry as many wives as they want;
- Stereotypes like, a woman's place is in the kitchen, women are not supposed to perform labour intensive tasks, etc. assist in promoting social inequalities. These stereotypes limit the economic emancipation and participation of vulnerable social groups especially women and youths in the development of their immediate and wider communities;
- Difficult access to investment capital considering that women, youths and the Mbororo do not own land and property for obvious reasons. Due to their limitation to meet up with the requirements of financial institutions for obtaining loans, these social groups encounter inequalities in their economic emancipation.

These inequalities have direct bearings on their economic empowerment, welfare and community development thereby increasing their vulnerability to social vices including the HIV, AIDS, child labour and child trafficking.

Against this background, the core problem of these social groups within the Wum Council municipality was summarized by the planning team as *Insufficient Socio-economic Empowerment of Women, Youths and the Mbororo*. As summarized in **Figure 2**, the immediate causes of this insufficient socio-economic empowerment as identified by the planning team include amongst others;

- *Biased socio-cultural practices;*
- *Insufficient formal education;*
- *Insufficient entrepreneurial skills;*
- *Limited income generating activities;*
- *Limited access to investment capital;*

Figure 2: Problem Tree for Vulnerable Social Groups (Women, Youths and the Mbororo)



3.1.3. Community Healthcare, HIV and AIDS

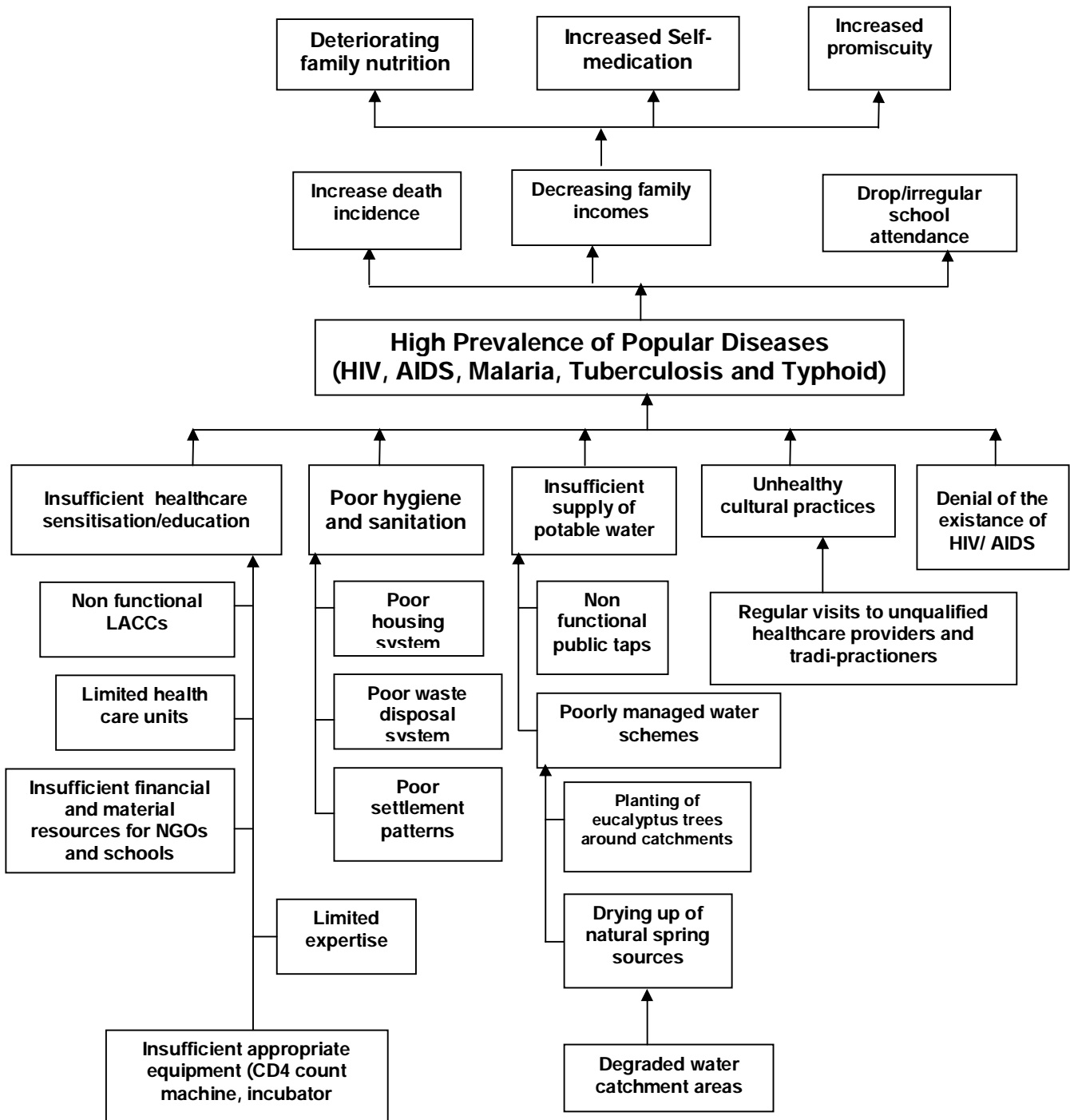
The Wum municipality is characterised by a number of community health problems: HIV, AIDS, Malaria, Typhoid, Tuberculosis. Though the bulk of the population of the municipality is aware of the HIV and AIDS pandemic, it is still widely being associated with witchcraft. Some youths perceive this pandemic as a birth control strategy imposed by the *Whiteman* and perpetuated by the Western institutions. Women and primary school teachers are the highest hit social groups, closely followed by youths. The predisposing factors to the pandemic within the municipality include; barbing studios/hair dressing saloons, shrines of tradi-practitioners, bars/off-licenses, excess alcohol, hospitals, schools and crowd pooling events such as video clubs and funerals.

Apart from awareness campaigns on the preventive methods of widespread diseases, significant efforts are being deployed to provide adequate healthcare to the population of the municipality. The emergence of support groups of People Living with HIV and AIDS (PLWHA), enhanced awareness on the hygiene and sanitation, the acquisition of related laboratory equipment by the Wum District Hospital. A mortuary has been constructed and is operational while a blood bank has been established. By June 2009, a total of 861 PLWHA were registered at the Wum treatment centre. As at December 2008, the utilisation rate of condoms had increased by 35% as against 7% increase by the end of 2007.

Notwithstanding the progress made, the planning team identified the core community healthcare problem of the Wum Council as ***High Prevalence of Popular Diseases particularly HIV, AIDS, Malaria, Tuberculosis and Typhoid.*** As presented in **Figure 3:** the Problem Tree on the next page, the immediate causes of the high prevalence of diseases as identified by the planning team include amongst others;

- *Insufficient awareness and sensitization;*
- *Poor hygiene and sanitation;*
- *Insufficient potable water;*
- *Unhealthy cultural practices.*

Figure 3: Problem Tree for Healthcare focusing on HIV, AIDS and other Diseases



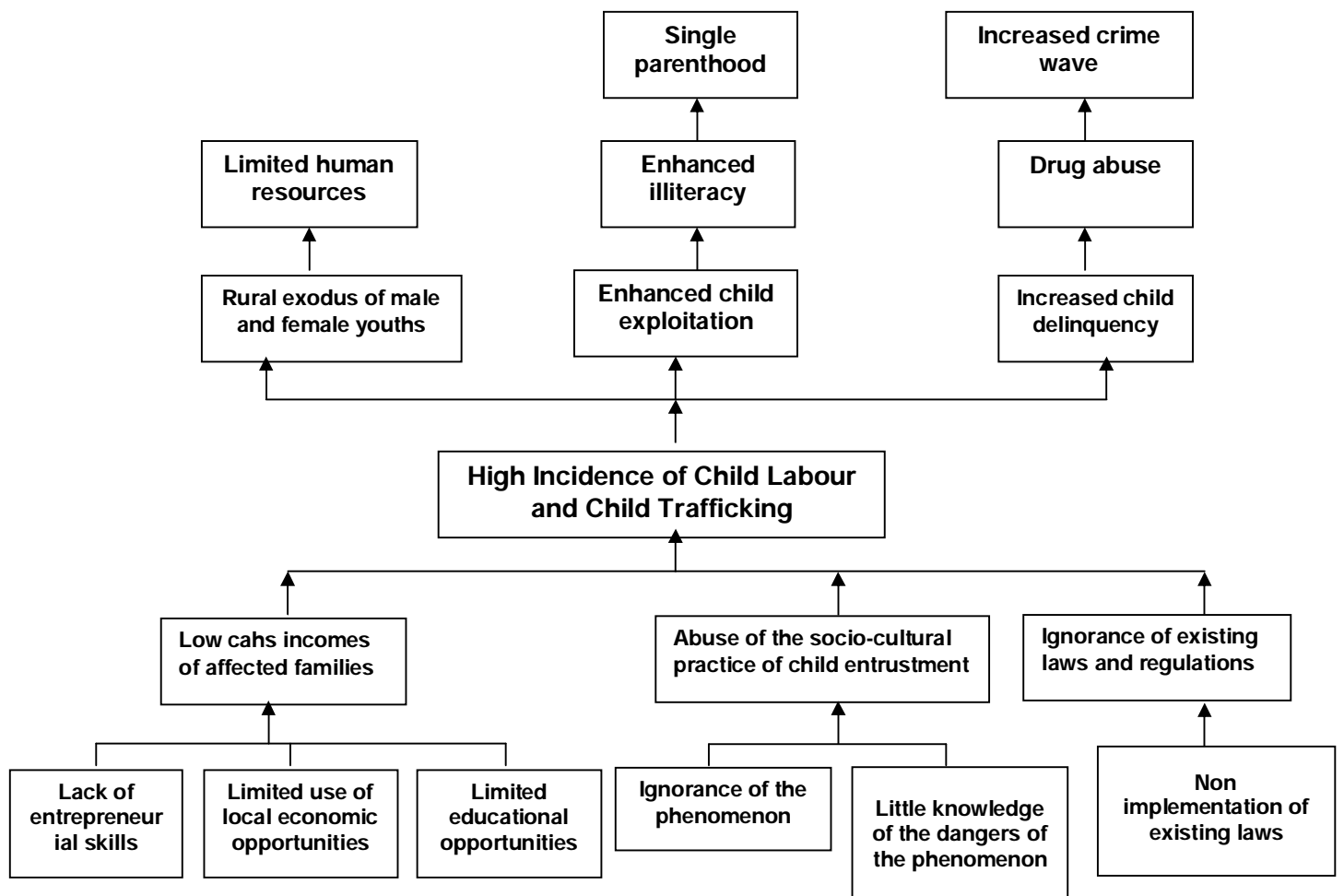
3.1.4. Child Labour and Child Trafficking

Previously considered to be a supply and transit zone, the Wum municipality has become a use zone of the phenomenon of child trafficking and child labour. The different forms of child labour in the municipality include: domestic servants, barmaids, petty trading/hawkers, cracking of stones into concrete and sex workers. As the difference between child work and child labour is quite difficult to establish, community members fail to understand how work, which constitutes a vital aspect of bringing up children, and the old-age tradition of entrustment should suddenly become practices to be eradicated. Though both male and female children are targets of this practice, many more victims are of the female sex. They comprise primary school drop outs, children of farmers and increasingly of the Mbororo community as well as orphans from polygamous families. In general, the children come from peripheral villages of neighbouring council areas such as Furu-Awa, Benakuma, Zoah, Fundong and the Mbororo communities.

The core problem of the twin phenomenon of child trafficking and child labour in the Wum Council municipality was summed up by the planning team as *High Incidence of Child Labour and Child Trafficking*. As summarized in **Figure 4**, the three immediate causes of this twin phenomenon as agreed by the planning team include amongst others;

- *Low cash incomes of affected families;*
- *Abuse of the socio-cultural practice of child entrustments;*
- *Ignorance of basic laws and regulations on the phenomena.*

Figure 4: Problem Tree for Child Labour and Child Trafficking



3.2. Analysis of the Institutional Landscape

As summarised in **Table 1 (a to d)**, there are several multi-layered public and private sector development partners in the Wum municipality. Only three of the civil society NGOs; MBOSCUDA, SODELCO and IDF have field offices in Wum. Nearly all decentralized technical services of the state are represented in Wum in the form of sub-divisional and divisional delegations. These include the divisional delegations of Agriculture and Rural Development (MINADER), Livestock, Fisheries and Animal Industries (MINEPIA), Territorial Administration and Decentralisation (MINADT), Environment and Protection of Nature (MINEP), Women's Empowerment, Basic and Secondary Education and Justice, just to name a few.

Statutory technical and professional relations exist between the Wum Council (like others in Cameroon) and sub-divisional and divisional services of the state services. The judicious exploration and use of each of these relationships is indispensable for the business of the council and municipality. By virtue of its supervisory role on councils and coordinator of divisional technical services, the SDO of Menchum maintains special technical, financial and administrative relationships with the Wum Council.

As a general rule, many national and international NGOs – particularly COMISUD, Plan Cameroon and the ILO TC-RAM Project intervene on specific domains and retreat to their offices in the regional capital of the Northwest Region Bamenda. This is the same with state run institutions such as GP-DERUDEP and MIDENO. The interventions of Heifer International on and with the Lake Nyos Survivals had long ended.

Over the years, MIRUDEP has been suffering from enormous logistical and financial difficulties. The interventions of the structure are below expectations within the municipality.

Despite the seasonal accessibility of the municipality to the Regional Capital Bamenda either through Fundong or Bafut, there is a vibrant economy dominated by small and medium size enterprises. There are several grassroots oriented development actors, common initiative groups (CIGs), self-help cooperatives, emerging vocational training centres, religious institutions and socio-religious groupings.

3.3. SWOT Analysis of the Municipality

As summarized in **Table 2**, the Wum Municipality has important strengths and opportunities. The council has been in a process of restructuring its socio-political business over the past five years. This revised development plan also constitutes another opportunity for the municipality as it is intended to enhance the synergy in the development endeavors of the municipality.

It will be important for the management of the council to design measures of attenuating the negative effects of the weaknesses and threats on the development efforts of the council. In the longer term, however, the management of the Wum Council will need more financial and technical support both from the state and other development partners. This suggests that a permanent feature of the current LED driven development plan will be lobbying at all levels to secure support for interventions beyond the ordinary business of the council.

Table 1 a : General and All Purpose Development Actors of the Wum Municipality

S/N	Name of Development Partner	What they do in the Wum Municipality	Location
1	GP-DERUDEP	Agriculture, livestock, capacity building and infrastructure development	Bamenda
2	Menchum Integrated Rural Development Project (MIRUDEP)	Farm to market roads, temporary employment, maize production, rice processing, carpentry and mechanics	Wum, Menchum Division
3	Heifer Project International	Livestock development and support	Bamenda
4	SNV - Netherland Development Organisation	Capacity building, dialogue platform on farmer/grazier conflicts	Bamenda
5	National Employment Fund	Support to rice cultivation in Bu and Agulli	Bafoussam
6	Community Initiative for Sustainable Development (COMINSUD)	Consultancy, capacity building on Local economic development	Bamenda
7	SIRDEP	Capacity building and consultancy – rice	Bamenda
8	Ozone Friendly People (OFP)	Agro-Forestry and natural resource management	Wum
9	MBOSCUDA	Defence of civic right, adult literacy Micro-finance credit	Wum
10	SODELCO	Micro-finance credit scheme for agriculture, livestock and craft	Wum
11	Wum Cooperative	Coffee production	Cheregha, Wum
12	Agulli Rice Cooperative	Rice processing	Agulli, Wum
13	Ets Sandeu Jean	Rice Processing	Bu road, Wum
14	Bu/Mbengkas Rice Cooperative	Rice Cultivation and processing	Bu Village, Wum
15	Plan-International Cameroon	Child welfare	Bamenda
16	Dangerman (Che Evaristus)	Rice processing	Agulli, Wum
17	Zonghochia Farming Group	Agriculture and Livestock	Mile 50, Wum
18	Glory Drops Mix Farming CIG	Plantain, maize, palm and sweet potato cultivation	Mujang, Bu
19	Mami Pikin No Di Sleep	Agriculture and Livestock (Poultry)	Naikom, Wum
20	Luggere Farming Group	Maize, Pepper, Cocoyam Cultivation	Kesu, Wum
21	Fulani Farming Group	Petit trading, pepper and maize cultivation	Mbinjam, Wum
22	Reubeh Tuumude	Petit trading, pepper and maize cultivation	Wum
23	Waindo Mix Farming Group	Maize, Pepper cultivation., Petit trading	Upkwa, Wum
24	Jobbana Women	Maize, pepper cultivation. Petit trading	
25	Happy Sisters	Agriculture	Wum

S/N	Name of Development Partner	What they do in the Wum Municipality	Location
26	Ndekong Mix Farming Group	Seed production. Agriculture and Livestock	Wum
27	International Labour Organisation (TC-RAM)	Child trafficking and labour, HIV and AIDS, Gender, Youths and Vulnerable Groups, local economic development	Bamenda
28	Aghem Cooperative Credit Union	Micro Finance	Wum
29	Wum Business Women's Savings and Loans Cooperative	Micro Finance, Agriculture and Livestock	Wum
30	Senior Divisional Officer (SDO)	Supervisory Authority of the Wum Council	Wum
31	MINADER, MINEPIA, MINEP, MINDAF, MINEPAT, MINEBAS, MINSEC etc.	Technical Assistance, etc	Wum
32	Ets Wallang Richard/Bricam	Construction, supplies, import/export Intensive agriculture	Douala and Wum
33	Ets. Zengue Boyz	Construction, supplies and supermarket	Wum
34	Ets. Bande Lawrence	Construction, supplies and supermarket	Wum
35	Ets. Fuhjeh and Sons	Cattle rearing, poultry, supermarket	Wum
36	Ets. Mosco and Sons	Construction and general supplies	Wum
37	Ets. Ndang Rene	Construction and general supplies	Bamenda
38	Divisional Officer, Wum Central	Jangali Tax collection	Wum
39	Forces of Law and Order	Security and revenue collection	Wum
40	Fons and Fulani Ardos	Administration	Wum and villages
41	Royal Finance Exchange	Micro finance	Wum
42	COIC	Provide vocational training	Wum
43	SAR/SM	Provide vocational training	Wum
44	Brasseries du Cameroun	Supply drinks	Wum
45	UNDP - United Nations Development Programme	Sponsors project in agriculture, livestock and funds equipment	Yaounde
46	American Peace Corps	Provides technical personnel	Yaounde
47	Presbyterian Church, Menchum –Boyo Presbytery	Palm plantation, moral education and education and conflict management	Wum
48	Catholic Church	Moral education and education and conflict management	Wum
49	Baptist Church in Cameroon	moral education and education and conflict management	Wum
50	Menchum Drivers' Union	Transportation	Wum
51	Wum Bendskin Union	Transportation	Wum
52	Community Mutual Health Insurance	Payment of bills of patients (PLWHA and non PLWHA)	Wum

Table 1 b : Vulnerable Group Development Actors of the Wum Municipality

S/N	Name of Development Partner	What they do in the Wum Municipality	Location
1	Divisional Technical Services: MINAS, Youth Affairs, MINADER, MINEP MINPROF, MINFOF, Tourism, MINEPIA, Forces of Law and Order, Commerce, Employment, Basic and Secondary Education	Capacity building, financial assistance to women, materials, supply planting materials, provide technical know-how, sensitisation, information supply and education of youths	Field and Wum
2	MIDENO/MIRUDEP, GP-DERUDEP	Employment on seasonal basis, planting materials community projects, employment of youths during summer holiday	Field and Wum
NGOs and Associations			
3	IDF Bamenda	Financial assistance, vocational training assistance and capacity building	Wum and Bamenda
4	OFP	Capacity building	Wum
5	MESOWEFA	Sensitisation and education of PLWHA	Wum
6	MBOSCUDA	Capacity building in business/loans, scholarship awards and loans to youths	Wum
7	SODELCO	Financial assistance to youths and women of the Mbororo community	Wum
8	STRATAS	Health education	Wum
9	ALIVET	Assistance in livestock on animals health and nutrition	Wum
10	COIC	Vocational training	Wum
11	SAR/SM	Vocational training	Wum
ASSOCIATIONS			
12	Wum Womens' Forum	Sensitisation on women affairs, training in various household activities	Wum
13	Church-based associations (CWA, CWF, YCW, CYF)	Moral education	In various churches
14	Cultural and Development associations, e.g. AWOCADA	Educate the women in participatory approach in Community development	In their cultural groupings
15	Aghem Students' Association	Social mobilization	Wum
16	Muslem (mosques)	Moral education	Wum
17	Kesu and Waindo Youths Associations	Social mobilization	Kesu and Waindo
FINANCIAL INSTITUTIONS			
18	Aghem Cooperative Credit Union	Encourage savings and loans	Wum
19	Wum Business Women Savings and Loans Cooperative	Sensitise women on savings/loan schemes Provide loans to petit business women.	Wum

Table 1 c: Healthcare, HIV and AIDS Development Actors of the Wum Municipality

S/N	Name of Development Partner	What they do in the Wum Municipality	Location
1	HOSPITAL - District Hospital	Consultation/Diagnosis, Education, Screening, Treatment and Prevention	Wum central
2	St. Martins Medicalised Health Centre	Consultation/Diagnosis, Education, Screening, Prevention, Consultation, treatment, referral	Wum
3	Bu Health Centre	Prevention counselling on HIV and AIDS Consultation, treatment, referral Prevention, counselling on HIV and AIDS	Bu
4	Wum Urban Health Centre	Prevention, counselling on HIV and AIDS	Wum
5	Wum Community Mutual Health Insurance	Payment of bills for PLWHA 100% and 75% for other mutualists	Wum central
6	German Technical Cooperation (KfW)	Renovation and provision of equipment to Wum District Hospital	Yaounde
7	German Technical Cooperation (GTZ)	Putting in place of Wum Community Mutual Health Insurance	Yaounde
8	North West Regional Special Fund for Health	Supervision of Mutual Health Supply of drugs to health institutions	Bamenda
9	STRATAS	Education/Sensitisation, Home base care, mobilisation of PLWHA	Wum
10	Menchum Social Welfare Association	Education/sensitisation, home based care and mobilisation of PLWHA	Wum
11	Refuge for African Child	Education/sensitisation, home based care mobilisation of PLWHA	Wum
12	Tradi-practitioners	Health care and treatment	Wum
13	Better life for Health Prayer Group	Sensitisation/Counselling, follow up of PLWHA, registration of PLWHA in the health insurance scheme, experience sharing, promotion of income generating activities	Wum
14	Harmony Hospital Group	Sensitisation/counselling , follow up of PLWHA, registration of PLWHA in the health insurance scheme, experience sharing and income generating activities	Wum
15	ILO (SIDA-COOP) ILO (TC-RAM)	Sensitization/education on HIV and AIDS related issues in Women's Cooperative, Development of Work Place Policy on HIV and AIDS	Yaounde Bamenda
16	Delegation of Environment and Nature Protection (MINEP)	Education on Hygiene and Sanitation/Environment	Wum
17	Ozone Friendly People	Catchment protection, hygiene and sanitation	Wum

S/N	Name of Development Partner	What they do in the Wum Municipality	Location
18	Wum Council	Hygiene and Sanitation, institution of health facilities (Mutual Health Organisation)	Wim
19	Administration (DO)	Hygiene and Sanitation	Wum
20	Ministry of Public Health	Financial other assistance (ambulance)	Regional Delegation
21	Management and Health Committees	Massive vaccination, sensitisation and education on health related issues	Wum
22	Traditional rulers/Ardos	Sensitisation/information on health related issues	Wum
21	Ministry of Town Planning and Urban Development	Design housing pattern, habitable building sites	Wum
22	Village Water Management Committees	Management of catchment areas	Wum
23	Member of Parliament	Assist population register in Mutual Health	Wum
24	IDF	Follow up PLWHA, promoter of Mutual Health Organisation	Wum and Bamenda
25	Hospital pharmacies	Supply drugs	Wum
26	Drug stores	Sell drugs to the community	Wum

Table 1 d: Development Actors of Child labour/Trafficking of the Wum Municipality

S/N	Name of Development Partner	What they do in the Wum Municipality	Location
1	Drivers' Union	Identification and notification and Transportation	Wum central
2	Bensikin Union	Identification and notification and transportation	Wum municipality
3	Traditional authorities	Formation of vigilancy groups and sensitisation of the population	Wum municipality
4	Teachers	Identification and notification and sensitisation of parents	Schools around Wum
5	Divisional Delegation of Social Affairs	Counseling of victims and parents of victims	Wum
6	Public Security (police/germdames)	Rapid intervention and Repressive measures	Wum municipality
7	High Court	Arbitration and prosecution of promoters	Wum Central
8	Churches and Mosques	Sensitisation of populations	Wum municipality
9	IDF	Identification, withdrawal, reintegration, reinsertion, education, psychosocial support, medical/nutritional care, legal sensitisation	Wum
10	ILO (TC-RAM)	Capacity building of local economic development actors	Bamenda
11	Health units	Identification, treatment of victims and alert	Wum
12	MBOSCUDA	Education and sensitisation	Wum
13	Refuge for African Child	Education and sensitisation	Wum
14	ACADA	Education and sensitisation	Wum
15	Kesu Youths Association	Education and sensitisation	Wum
16	Nloum Women Groups	Education and sensitisation	Wum
17	Divisional Officer	Promolgate regulations	Wum
18	Divisional Delegation of Women Empowerment and the Family	Education and sensitisation of women and Capacity building for women	Wum

Table 2: Key Strengths, Weaknesses, Opportunities and Threats of the Wum Municipality

<p style="text-align: center;">Strengths <i>(Positive features and advantages of the topic/issues/situations)</i></p>	<p style="text-align: center;">Weaknesses <i>(Negative features and disadvantages of the topic/issues/situations)</i></p>
<ul style="list-style-type: none"> - Draft Council Master Plan Document - Real experiences on violent conflicts between crop farmers and cattle rearers (the Fulani) - Organised traditional leadership structure - Excellent landscapes for tourism - Fertile soils - Pasturelands for cattle production - Attractive and diversified local folklores - Village managed gravity water schemes - Coverage of municipality by mobile telephone networks (MTN and Orange) - Emerging culture of good governance (transparency, accountability, representation and notion of cost effectiveness) potential development actors of the council - Diverse socio-political groupings 	<ul style="list-style-type: none"> - Poor farm-to-market road network - Novelty of council working with non-state actors on development issues - Non-respect of rules on open parks - Tax evasion by business community - Concentration of civil society development actors outside the municipality - Conflicts between/amongst councillors - Poor state of Wum-Bamenda road - Short duration of the TC-RAM project - Regular absence of Lord Mayor from the municipality - Insufficient knowledge, skills and competencies on municipal council business - Poor image of state related institutions by international community
<p style="text-align: center;">Opportunities <i>(Factors, situations that can enhance implementation of the issues/topics being planned)</i></p>	<p style="text-align: center;">Risks and Threats <i>(Factors, situations that can hinder implementation of the issues/topics being planned)</i></p>
<ul style="list-style-type: none"> - Developed healthcare units - Multiplicity of healthcare support groups - Consciousness of the ramifications of HIV and AIDS and other diseases - Harmony between the major development actors especially the political parties - Elite committed to the development of the locality - Legal framework on issues being addressed - Academic training and professional development opportunities for youths - Diversified income generating potentials - Milk consuming culture - Improvements on the Wum-Bamenda road - Direct borders with Nigeria - Few civil society NGOs committed to development issues of the municipality - On-going partnership with the ILO TC-RAM Project - Cordial relationships between council and opposition political parties 	<ul style="list-style-type: none"> - Frequent interruptions in electricity supply - Political impediments to planned effective decentralisation in 2010 - Persistent low returns on business activities - Supervision of council by SDO - Landslide along the Wum-Bamenda road - Eruption of violent farmer-grazier conflicts - Mass movement of female and male youths out of the municipality - High and numerous business related taxes - Farmer grazier conflicts - Early/unwanted pregnancies

4. DEFINING A LED VISION, GOAL AND STRATEGIC OBJECTIVES

The problem, institutional and SWOT analyses of the Wum Municipality are inputs into the process of designing a Vision and Strategic Objectives of the Wum Council. Creating a dream in the distant and foreseeable future for the Wum Council requires the design of a Long-term vision, formulating a goal, determining strategic objectives, specifying a series of projects or action points for the Wum Council and developing a financial plan for the projects and action points identified.

4.1. Vision of Wum Council

In defining a vision for the Wum Council, inspiration was drawn from the support document for the Wum Council Development for the period 2004-2008 which stated that the long term objective of the Master Plan is to make Wum Central a destination point, its immediate neighbourhoods and the rural surrounds, an area where its residents can work and enjoy themselves in a safe, healthy and prosperous environment. An area where people, businesses and government balance structured development and infrastructure, with the protection, management and enhancement of rural landscape, cultural heritage and natural resources. The master plan document on Page 3 also describes the vision as a place where each chiefdom and neighbourhood can maintain and enhance its individual character and culture, share a common economic base and a distinct collective image and as a result enjoy a higher standard of living. The key principles of this vision are healthy communities, growth management and sustainable development.

Against this background, the team for producing the LED Development Plan for the Wum Council defined a 20 years vision for the Wum Council as:

Vision of Wum council

“A Municipality Living in Harmony with Nature,
Endowed with a Diversified and Vibrant Economy,
where Human Dignity is Promoted.”

4.2. Goal and Strategic Objectives of the Wum Council

In order to initiate the realisation of this dream or vision, a **five year Goal** for the Wum municipality was defined to be *An Enabling Framework for a Sustained Growth of the Wum Council Established*. Six (06) Strategic Objectives for attaining this goal were defined as follows:

- *Basic infrastructure (key farm-to-market roads, toilettes, slaughter slab, open sheds in new markets, etc) within the municipality improved*
- *Prevalence of Popular Diseases particularly HIV, AIDS, Malaria, Typhoid and Tuberculosis Reduced*
- *Economic Empowerment of Women, Youths and Mbororos Ensured;*
- *Incidence of Child Labour and Child Trafficking Reduced;*
- *Managerial and Leadership Skills of Development Actors Improved;*
- *A Sustainable Funding Strategy for the Council Developed and Implementation Initiated.*

4.3. Prioritisation and Description of Strategic Objectives of the Development Plan

Two criteria; *potential impact on the municipality, and feasibility of realisation* were used by the LED team charged with producing the Wum Council Development Plan to rank the strategic objectives. The outcomes of the exercise is summarised in **Table** that follows.

Table 3: Prioritisation of Strategic Objectives

Strategic Objective	Assessment Criteria		Total Scores
	Potential impact on the municipality	Feasibility of Realisation of Objective	
Managerial and leadership skills of concerned actors improved	13	09	22
Sustainable Funding Strategy for Council Developed and implementation initiated	11	09	20
Economic empowerment of women, youths and Mbororos ensured	05	05	10
Basic infrastructure (markets, farm-to- market roads, etc) within the municipality improved	05	05	10
Incidence of child labour and child trafficking reduced	03	03	06
Prevalence of popular diseases particularly HIV, AIDS, Malaria, Typhoid, Tuberculosis reduced	03	02	05

1. Managerial and leadership skills of concerned actors improved: Considering the debates during the planning session but also being conscious of prospects of enhanced decentralisation of state services by 2010, the Wum Council will need people with the *power to perform*. This requires putting people in positions with the ability to perform functions, solve problems, and achieve planned objectives. The key here will be to have a pool of managerial and leadership staff equipped with the tools of leading (not bossing) people and skills in managing equipment (including logistics), finances and relations with development actors at all levels. The innovative and challenging element here will be to review the council organisational set up and job profiles.

2. Sustainable funding strategy for the Wum Council developed: A key impediment to the development of the Wum Council is the low level of revenue from traditional funding sources for comprehensive and attractive investments. Like many other councils, the flow of funds is unreliable and has been limited to a few regular sources. In preparation for the expansion of the functions and impacts of council in the near future, stand alone initiatives can only be effective if sufficiently embedded into broader enabling institutional and policy frameworks. In the context of the implementation of a successful LED approach, innovative funding mechanism will be required to enable the Wum Council meet up with the increasing portfolio of council business.

Against this background, the challenge for the Wum Council will be to develop a comprehensive long-term funding strategy that takes into account local, regional, national and international realities. It was in this context that the question of how to broaden and diversify the financial basis of the council was an important concern of the planning team. Therefore, a sustainable funding strategy for the Wum Council must not just be a document but an effective tool for enhancing a multi-actor participatory process of dialogue, coordination and negotiation. It requires strong, long-term commitment and ownership by all development actors of the Wum Municipality.

The private sector of the municipality in permanent search for profitable opportunities will need to be the driving force of the development and implementation of the strategy. Development partners at the regional, national and international levels will need to assume the roles of facilitators, brokers for new/additional funding, advisory services and providers of platforms for learning and development inspiration.

3. Economic empowerment of women, youth and Mbororos ensured: The key concern is the development of business skills and facilitation of access to investment capital and other business opportunities for vulnerable social groups comprising women, youths and the Mbororo.

4. Basic Infrastructure of the municipality improved: Key elements of the infrastructure in the development plan includes ensuring all season usage of farm-to-market roads, providing facilities in new and old markets, and public (motor) parks as well as the improvement of the water flow system. The expired Master Plan targeted 70 km all season roads; the council does not have road maintenance equipment though it is always feasible to hire from MIRUDEP. Road maintenance committees are not generally active and therefore not consistently available. Laterite is generally available and ensuring all season use of farm-to-market roads will require laterite surface and drainage works including culverts and bridges as the need emerges.

5. Incidence of child labour and child trafficking reduced: Not only is there a generalised ignorance of the twin phenomena of child labour and child trafficking but the Wum municipality is rapidly assuming the triple function of source, transit and user zone of children subjected to this form of child abuse. Actions will therefore be required to address the phenomenon.

6. Prevalence of popular diseases particularly HIV, AIDS, Malaria, Tuberculosis and Typhoid reduced:

The major diseases of the Wum municipality include HIV, AIDS, malaria and typhoid. While considerable efforts are being deployed in the fight against the HIV and AIDS pandemic by public and private sector development actors little preventive measures are directed to popular diseases. Increasingly, people infected by the virus are placed on ARV treatment, protected sex is being practised though with difficulties (condom use amongst People Living with HIV and AIDS is reported to have increased from 7% to 35 %), abstinence from sex is becoming a common practice, people living with HIV and AIDS increasingly receive support from facilities provided by the Mutual Health Insurance, etc.

There are serious concerns on the management of the means of the transmission of other diseases particularly malaria and typhoid. Though potable water has been piped into many households in Wum Town, majority of the people still depend on doubtful water sources; streams, rivers and springs. Successful community water schemes are found in Wajung, Magha, Naikon (Ndake), Bu and Ukpwa. In the light of this, the communities at risks include the chiefdoms of Wum Town, Kesu, Zonghokwo and the Fulani settlements.

While many of the Fulani settlements that became prominent features of the municipality in the early 1950 share the same water sources with their livestock, several households along Palace Avenue in Wum Town also share the same non ventilated pit latrines with no concrete floors. Due to the sloppy nature of the built-up area, the toilets have doubtful sewage systems thereby enhancing the chances of the contamination of potable water sources. Odours from pit latrines and flies are common features of such waste disposal systems. Similarly, Wum Town does not have a regular garbage pick-up service nor a regular place for dumping household wastes. Garbage from the market area is routinely thrown over the retaining wall into a ravine where it is contaminating streams used by people.

Table 4: Logical Framework for the Wum Council

Strategic Objectives	Objectively Verifiable Indicator	Source(s) of Verification
Managerial and Leadership Skills of Frontline Development Actors Developed	All mayors, chairpersons of committees, municipal treasurer, Secretary General, traditional authorities, leaders of CIGs, NGOs, Associations, cooperatives acquire knowledge and skills in management and leadership by May 2010	<ul style="list-style-type: none"> - Training report - Quarterly reports of development partners of the Wum Municipality
	Job profiles for the target institutions (particularly the Wum Council) are developed and or updated by August 2010 after initial training	Quarterly reports of development partners of the Wum Municipality and archives of development partners
	At least 25 persons in management and leadership positions are trained yearly from September 2010	Training reports of development partners
Sustained funding strategy document for the Wum Council developed	Document describing options of council resource mobilisation and use available by October 2009	Files of Lord Mayor of the Wum Council
	Recommended options for resource mobilisation/use initiated by December 2009	Administrative and related accounts of the Wum Council
Economic Empowerment of Women, Youths and Mbororos Ensured	By September 2009 the identified women, youths and Mbororo groups are trained in entrepreneurial skills	<ul style="list-style-type: none"> - Quarterly reports of the Health and Social Committee of the Wum Council - Consolidated training reports
	By 2012 at least 70 of the existing women groups including the Mbororo are carrying out income generating activities	<ul style="list-style-type: none"> - Quarterly reports of the Health and Social Committee of the Wum Council - Household survey report
	At least 90 youths including Mbororo are employed by the council yearly from August 2009	Quarterly reports of the Health and Social Committee of the Wum Council
	By 2014 the number of women, youths that have access to loans is increasing by at least 5% yearly	Quarterly reports of partner micro-finance institutions in the Wum municipality

Strategic Objectives	Objectively Verifiable Indicator	Source(s) of Verification
Basic Infrastructure (health units, schools, markets, farm to market road network) of the Wum Municipality Improved	At least 3 roads within the municipality regularly maintained beginning March 2010	Quarterly reports of Infrastructure Committee of the Wum Council
	At least complete toilets are constructed by June 2011 (Wum motor park and Wum market)	Quarterly reports of Infrastructure Committee of the Wum Council
	One open shed each constructed at Atwe and Bu markets by December 2010	Quarterly reports of Infrastructure Committee of the Wum Council
	The Waindo–Atwe road constructed by December 2013	Quarterly reports of Infrastructure Committee of the Wum Council
	By 2011 an multi-purpose slaughter house is constructed at the site already identified by the council	Quarterly reports of Infrastructure Committee of the Wum Council
Incidences of Child Labour and Child Trafficking Reduced	40% of the populations of the targeted villages (Kesu, Bu, Atue, Zongekwo/Zongefou, Bangwe/Aguli and Mbororo community) acquire knowledge on the existing national and international regulatory dispositions by 5 years of the plan	Quarterly reports of concerned development actors
	20 actors are trained yearly on the concepts of child labour and child trafficking beginning August 2010	Training report of concerned development actors
	At least 50% of herdsmen and domestic servants are at least 20 years of age in the third year of implementation	- Survey report of development partners - Testimonies of affected families
	Alert systems are functional in the targeted villages at the end of year 1 of implementation	Quarterly reports of concerned development partners of the Wum Municipality
Prevalence of Popular Diseases particularly HIV and AIDS Reduced	Number of health related educational campaigns carried out with different social groups (PLWHA, Mbororo, youths, drivers, women)	Quarterly reports of the Health and Social Committee of the Wum Council
	By 2011, the village water management schemes are functional (management committees, repairs, protection of catchments)	Quarterly reports of the Health and Social Committee of the Wum Council
	By 2010, 5 waste disposal cans available in Wum town (GTHS junction, Naikom junction, Court Yard, Zongekwo junction and Waindo junction)	Quarterly reports of the Health and Social Committee of the Wum Council
	By 2010, the rate of usage of health institutions by PLWHA and other patients increased by at least 10%	- Quarterly reports of the Health and Social Committee of the Wum Council - Household socio-economic survey report

Table 5: Operational Planning Framework

S/N	Activities	Beneficiaries	Executing Partners	Source of funding	Period of Execution
1. Managerial and Leadership Skills of Local Economic Development Actors of the Wum Municipality Developed					
1.1.	Determine management and leadership training needs for all development actors in the Wum Municipality	Mayors, senior staff of the Council and heads of key development institutions	Consultant	Technical/financial partners	July-Sept. 2009
1.2	Develop/implement training program	Potential beneficiaries of training	Consultant and TC-RAM Project	Council Budget and Technical/financial partners	July-Sept. 2009
1.3	Develop guidelines and/or training manuals for use by actors in management and leadership positions	Mayors, senior staff of the Council and heads of key development institutions	Consultant	Council Budget and Technical/financial partners	July-Sept. 2009
1.4	Establish job profiles for key positions of the Wum Council including selected civil society development partners within the municipality	Mayors, senior staff of the Council and heads of key development institutions	Consultant	Council Budget and Technical/financial partners	Sept.-Oct. 2009
1.5	Facilitate the use of knowledge gained from the different management and leadership training events	Trainees of management and leadership training	Mayors, Secretary General of the Council and heads of key development institutions	Council Budget and Technical/financial partners	Beginning November 2009
2. Sustainable Funding Strategy for the Council Developed					
2.1	Develop Terms of Reference for the Strategy \document	Council, Lord Mayor, Secretary General. Municipal Treasurer, Heads of Council Committees	Lord Mayor, TC-RAM Project	Council Budget and Technical/financial partners	Sept 2009 –Jan 2010
2.2	Identify consultants to develop the strategy document	Wum Council	Lord Mayor, TC-RAM	Council Budget and Technical/financial partners	Feb 2010
2.3	Facilitate the work of the consultant	Wum Council	Mayors, TC-RAM Project, Secretary General, Municipal Treasurer, Heads of Specialised Committees	Council Budget, Technical/financial partners	March 2010-May 2011

S/N	Activities	Beneficiaries	Executing Partners	Source of funding	Period of Execution
2.4	Validate and finalise funding strategy document	Council, Mayor, Secretary, Municipal Treasurer, Heads of Council Committees	Lord Mayor, TC-RAM and consultant	Council Budget and Technical/financial partners	June or July 2011
2.5	Implement the appropriate recommendation of the strategy document	Council, Mayor, Secretary, Municipal Treasurer, Heads of Council Committees	Council, TC-RAM, S.G, Municipal Treasurer, Heads of Committees	Wum Council Budget	August 2011 – December 2014
2.6	Negotiate partnership agreements with technical and financial partners other than FEICOM	Wum Council	Lord Mayor and TC-RAM Project	Wum Council Budget	July-Dec. 2009
3. Economic Empowerment of Women, Youths and Mbororo Ensured					
3.1	Determine domains of business skill development of targeted social groups	Targeted groups and families of the municipality	Head of Health and social affairs committee and heads of divisional technical services	Council Budget and Technical/financial partners	July-Sept.2009
3.2	Identify related capacity development needs of targeted social groups	Women, Youths and families of the Mbororo community	First Deputy Mayor and TC-RAM Project	Council Budget and Technical/financial partners	July-Sept. 2009
3.3	Organize business skill development training events in conformity with capacity development needs established	Targeted groups and families of the municipality	First Deputy Mayor and TC-RAM Project	Council Budget and Technical/financial partners	Sept.-Oct. 2009
3.4	Facilitate access of targeted social groups to investment capital from micro-finance institutions	Targeted groups and families of the municipality	First Deputy Mayor, MFIs and TC-RAM	Council Budget and Technical/financial partners	Sept. – Oct. 2009
3.5	Establish a mechanism for the collection, processing and sale of fresh milk and dairy products from the Mbororo community	Mbororo women	Second Deputy Mayor and TC-RAM	Council Budget and Technical/financial partners	Nov. – Dec. 2009
3.6	Organize a training on processes of economic empowerment of vulnerable groups including women and gender	Women and Youth groups and the Mbororo	First Deputy Mayor and TC-RAM Project	Council Budget and Technical/financial partners	Oct. – Dec. 2009
3.7	Support opportunities for the social and economic interaction and integration of women, youths and the Mbororo	Population of the Wum Municipality	2 nd Deputy Mayor, heads of divisional technical services	Council Budget and Technical/financial partners	Oct. – Dec. 2009

S/N	Activities	Beneficiaries	Executing Partners	Source of funding	Period of Execution
4. Basic Infrastructure (health units, schools, markets, farm to market road network) of the Wum Municipality Improved					
4.1	Identify and describe state of infrastructure requiring improvements	Works and Infrastructure committee	Lord Mayor and heads of divisional technical services	Council Budget, Technical/financial partners	Sept. - Dec. 2009
4.2	Develop budget estimates for the different infrastructure identified	Works and Infrastructure committee	Lord Mayor and heads of divisional technical services	Council Budget, Technical/financial partners	Sept. - Dec. 2009
4.3	Carry out required repairs/construction of infrastructure requiring improvement	Population of the Wum Municipality	Works/Infrastructure Committee and heads of divisional technical services	Council Budget and Technical/financial partners	On-going but preferably Jan. - March yearly
4.4	Re-activate village road maintenance committees	Population of the Wum Municipality	Works/Infrastructure Committee, MIRUDEP	Council Budget Technical/financial partners	Sept. - Feb. yearly
4.5	Establish a system for the systematic collection and disposal of wastes within the built-up area of the municipality	Population of the Wum Municipality	Lord Mayor, D.O, Wum Central, heads of divisional technical services and Health and Social affairs Committee of the Council	Council Budget, Technical/financial partners	On-going and to be pursued
4.6	Negotiate partnership agreements with technical within the Wum Municipality	Wum Council	Lord Mayor and Secretary General	Wum Council Budget	July-Dec. 2009
5. Incidences of Child Labour and Child Trafficking Reduced					
5.1	Organise training workshops on the concepts of child labour and child trafficking	Councillors, driver's union, Forces of Law and Order, the Judiciary, related heads of technical divisional services and traditional authorities.	TC-RAM Project, IDF and MBOSCUDA	Council Budget, Technical/financial partners and Divisional delegation of Social Affairs	Once every August beginning August 2009

S/N	Activities	Beneficiaries	Executing Partners	Source of funding	Period of Execution
5.2	Organise awareness raising campaigns to educate the targeted populations on the phenomenon and existing laws of child trafficking	Population of the villages Kesu, Bu, Atue, Zonghokwo, Zonghofu, Bangwe and Agulli, as well as the Mbororos community, Forces of Law and Order, Driver's Union, the Judiciary	TC-RAM Project, NGOs, Community communicators, MBOSCUDA, IDF	Council Budget, Technical/financial partners and Divisional Delegation of Social Affairs	Sept – Nov 2009 (Continues for 5 years)
5.3	Establish a functional alert system for the monitoring and reporting of suspected cases of child labour and child trafficking	Targeted families and villages and	Lord Mayor, IDF, TC-RAM Project, Traditional Councils,	Council Budget and Technical/financial partners	Sept.-Oct. 2009
5.4	Organize Workshop for community communicators	Village representatives including the Mbororo, Councillors	First Deputy Mayor, Heads of health and social affairs Committee of the Council,	Council Budget and Technical/financial partners	January 2010
5.5	Facilitate access to loans for micro-enterprise development	Affected families and victims	Lord Mayor, micro-finance establishments	Technical/financial partners	Dec.2009 – June 2013
6. Prevalence of Popular Diseases particularly HIV and AIDS Reduced					
6.1	Organise awareness campaigns on health related issues (hygiene and sanitation, malaria, typhoid, HIV and AIDS etc)	PLWHA, Mbororos, youths, drivers, women etc	First deputy mayor, Heads of related technical services, Mutual health, Support Groups, IDF, MBOSCUDA, STRATAS, OFP, Health and social affair committee	Council Budget and Technical/financial partners	July 2009 – Dec 2010
6.2	Organise training for peer educators	Population of the Wum Municipality	Lord mayor, health and social affair committee, Mutual health, Hospitals and NGOs	Council Budget and Technical/financial partners	August 2009

S/N	Activities	Beneficiaries	Executing Partners	Source of funding	Period of Execution
6.3	Organise training for village water management committees on maintenance and protection of water catchments	Population of the municipality, Village Water Management Committees	Second deputy mayor, Chairperson of works and infrastructure committee, Heads of related divisional services and NGOs	Council Budget and Technical/financial partners	June –Dec 2010
6.4	Provide waste disposal cans at strategic locations in the Municipality	Population of municipality	Second Deputy Mayor, Heads of related technical divisional services	Council Budget	Dec 2010
6.5	Support income generating activities of PLWHA and other vulnerable groups (orphans, handicapped, Mbororo, aged)	Vulnerable groups	First Deputy Mayor, - Health and social affair committee, Micro-finance institutions	Council Budget and Technical/financial partners	Sept – Dec 2009

5. SAMPLE MUNICIPAL PROJECTS/ACTIVITY SHEETS

Strategic Objective 1: Managerial and leadership skills of concerned actors developed

ACTIVITY 1.1: Determine management and leadership training needs for all development actors in the Wum Municipality	
Description of activity	This consists of an identification of the specific skill and competency gaps of staff in managerial and leadership positions of the Wum Council and development actors within the Wum municipality
Specific objective	To develop sequential needs based training program for concerned actors
Expected impact	Logical entry point for useful skill and competency based training event
Beneficiaries	Mayors, Secretary General, Municipal Treasurer, Chairmen of Council Committees and heads of partner organisations within the municipality
Institutional context	Little or pre-service and/or in-service training organised for council staff. Council currently perceived much more as a political and social rather than a development instrument
Detail cost	FCFA 2,000,000
Implementation time frame	July-September 2009
Financing	Technical and Financial partners of the council
Expected results	Better executed functions and improved commitment of managers and leaders
Risk factors	Transfer and/or resignation concerned staff after training event

ACTIVITY 1.3: Develop Guideline and/or training manual for use by actors in management/leadership positions	
Description of activity	This consists of the conception and production of handy/reference document(s) for use by staff in management/leadership positions
Specific objective	Facilitate compliance to prescribed institutional practice and governance procedures
Expected impact	Improved governance and delivery
Beneficiaries	Mayors, Secretary General, Municipal Treasurer, Chairmen of Council Committees and heads of partner organisations within the municipality
Institutional context	Little or pre-service and/or in-service training organised for council staff. Council currently perceived much more as a political and social rather than a development instrument
Detail cost	FCFA 5,000,000
Implementation time frame	July-September 2009
Financing	Technical and financial partners
Expected results	Improved delivery and commitment of managers and leaders
Risk factors	Complicated final products and unavailability of experienced consultants

Strategic Objective 2: Sustainable funding strategy for the Wum Council developed

ACTIVITY 2.1: Develop Terms of Reference for Funding Strategy Document	
Description of activity	Development of guidelines for the production of a document based on the initial ideas of SIO and KAMDEM
Specific objective	Provide a detail description of the components of a funding strategy document based on the initial ideas of SIO and KAMDEM
Expected impact	Long-term funding options and prospects for securing funds for the execution of council projects including planned activities
Beneficiaries	Wum Council
Institutional context	FEICOM and taxes constitute primary sources funding sources of councils in Cameroon; levels of funding from these two sources has been on the decline
Detail cost	FCFA 150.000
Implementation time frame	July-September 2009
Financing	Council budget and Technical/financial partners
Expected results	Options for secured funding identified
Risk factors	None

ACTIVITY 2.4: Negotiate partnership agreements with technical and financial partners other than FEICOM	
Description of activity	This consists of the identification and lobbying missions in and out of the Wum municipality to discuss development opportunities
Specific objective	Diversification of technical and financial partners for the council
Expected impact	Improved development opportunities within the Wum municipality
Beneficiaries	Wum Council
Institutional context	By tradition, councils are primarily hooked up to MINADT for technical and financial support
Detail cost	FCFA 500,000
Implementation time frame	July-December 2009
Financing	Wum Council Budget
Expected results	Diversified technical and financial partners for the Wum Council
Risk factors	Little skills and competencies in lobbying techniques

Strategic Objective 3: Economic empowerment of women, youth and Mbororos ensured

ACTIVITY 3.3: Organise business skill development training events in conformity with capacity development needs established	
Description of activity	This is a series of events leading to the enhancement of business and competency skills of identified women, youths and the Mbororo
Specific objective	To enhance prospects for generating cash incomes and improve business management skills of women, youths and the Mbororo
Expected impact	Increased cash incomes for the targeted groups
Beneficiaries	Enterprising women, youths and Mbororo involved in IGAs
Institutional context	Women, youths and the Mbororo spontaneously get into business ventures without preliminary business skills/knowledge of the markets, pricing, segments of the market, competitors, potentials, etc.
Detail cost	FCFA 6,000,000
Implementation time frame	September-October 2009 and once yearly
Financing	Council budget and Technical/financial partners
Expected results	Vibrant business environment
Risk factors	Low levels of formal education of potential beneficiaries to grasps related concepts

ACTIVITY 3.5: Establish a mechanism for the collection, processing and sale of fresh milk and dairy products from the Mbororo community	
Description of activity	This consists of putting in place systems for gathering of fresh milk from Mbororo communities into areas accessible to consumers within the municipality
Specific objective	To enhance value additions to the production of fresh milk from Mbororo communities
Expected impact	Increased cash incomes for Mbororo farm-families
Beneficiaries	Enterprising Mbororo women and their families
Institutional context	The production and sale of fresh milk from the Mbororo community of the municipality is sporadic, seasonal and of debatable quality
Detail cost	FCFA 5,000,000
Implementation time frame	November-December 2009
Financing	Council budget and Technical/financial partners
Expected results	Diversification and improvement of the quality of dairy products
Risk factors	Low demand for dairy products from non-Mbororo social groups

Strategic Objective 4: Basic Infrastructure of the municipality improved

ACTIVITY 4.1: Identify and describe state of infrastructure requiring improvements	
Description of activity	This consists of a professional description of the state of all infrastructure of all infrastructure (council roads, markets, market utilities, buildings, etc within the municipality)
Specific objective	To propose job requirements for targeted municipal council infrastructure
Expected impact	Improved well being of actors within the municipal council
Beneficiaries	Population of the Wum municipality
Institutional context	Repairs and/or construction of construction of infrastructure within the municipality is often sporadic
Detail cost	FCA 500,000
Implementation time frame	September – December 2009
Financing	Council budget and technical/financial partners
Expected results	Improved technical knowledge of the state of infrastructure within the municipality
Risk factors	None

ACTIVITY: 4.3: Carry out required repairs/construction of infrastructure requiring improvement	
Description of activity	This consists of the systematic effective repairs of identified infrastructure within the municipality
Specific objective	To render basic infrastructure within the municipality useable
Expected impact	Improved welfare of all inhabitants of the municipality and improved levels of council revenue
Beneficiaries	Population of the municipality
Institutional context	With decreasing council budget, basic infrastructure within the municipality has deteriorating with some even abandoned
Detail cost	FCFA 100,000,000
Implementation time frame	On-going and but preferably January-March yearly
Financing	Council budget and technical/financial partners
Expected results	Improved welfare of the population of the municipality
Risk factors	Absence of appropriate equipment within the municipality

Strategic Objective 5: Incidence of child labour and child trafficking reduced

ACTIVITY 5.1: Organise training workshop on the concepts of child labour and child trafficking	
Description of activity	This is both an awareness raising and capacity development event within the Wum municipality
Specific objective	To make clear meanings, differences, linkages and scope of the twin concepts of child labour and child trafficking
Expected impact	Improved knowledge of the concepts of child labour and child trafficking amongst development actors of the Wum Municipality
Beneficiaries	Councillors, drivers, Forces of Law and Order, heads of related technical divisional services and traditional authorities
Institutional context	Child labour and child trafficking are embedded into the traditional practice of child entrustment of the Aghem people of the Wum Council Area
Detail cost	FCFA 2,500,00
Implementation time frame	Once yearly beginning August 2009
Financing	Council Budget and Technical/financial partners
Expected results	Improved knowledge of the concept within the Wum municipality
Risk factors	Boycott by traditional authorities and parents with low cash incomes

ACTIVITY 5.3: Establish a functional system for the monitoring and reporting of suspected cases of child labour and child trafficking	
Description of activity	A monitoring and reporting system for the child labour and child trafficking is an early warning mechanism for forestalling the escalation of the twin phenomenon within the Wum Municipality
Specific objective	To provide early signals for the cases of child labour and child trafficking within the Wum Municipality
Expected impact	Retention of boys and girls of school going ages within their families
Beneficiaries	Targeted families and villages
Institutional context	-
Detail cost	FCFA 3,000,000
Implementation time frame	September – October 2009
Financing	Council Budget and Technical/Financial Partners
Expected results	Systematic knowledge of families and villages affected by the phenomenon
Risk factors	Low adherence by development actors

Strategic Objective 6. Prevalence of popular diseases particularly HIV, AIDS, Malaria, Tuberculosis and Typhoid reduced

ACTIVITY 6.1: Organise awareness campaigns on health related issues (hygiene and sanitation, malaria, typhoid, HIV AIDS, etc)	
Description of activity	This will consist of working on the attitudes of the local populations to reduce the occurrence and negative effects of the major diseases of the Wum municipality
Specific objective	To discuss and present options for community involvement in the management of major health related ailments
Expected impact	Active engagements of community groups in the health related issues
Beneficiaries	People living with HIV/AIDS, Mbororo communities, youths, women
Institutional context	Against a background of the persistent spread of popular diseases, several civil society and public sector organisations are engaged in the promotion of healthy living habits
Detail cost	FCFA 2,500,000
Implementation time frame	July – December 2009
Financing	Council Budget and Technical/Financial partners
Expected results	Improved knowledge of the modes of transmission and effects of popular health related ailments
Risk factors	Refusal of the existence of some major diseases especially HIV and AIDS

ACTIVITY 6.4: Provide waste disposal cans at strategic locations in the Wum Municipality	
Description of activity	This consists of the acquisition and placing of waste disposal cans at the disposal of the populations of the Wum municipality.
Specific objective	To facilitate the evacuation of household solid and related wastes
Expected impact	Reduced opportunities for the spread of community diseases
Beneficiaries	Populations of the Wum municipality
Institutional context	Apart from the Council, the responsibility for waste management is devolved to two divisional technical services, the delegations of urban development and environment and nature conservation
Detail cost	FCFA 10,000,000
Implementation time frame	December 2009
Financing	Council Budget and Technical/Financial partners
Expected results	Improved cleanliness of the municipality
Risk factors	Poor adherence by local populations

6. COST ESTIMATES OF THE IMPLEMENTATION OF THE WUM COUNCIL DEVELOPMENT PLAN

Municipal Project/Planned Activities	Cost Estimates FCFA)	Observations
Strategic Objective 1: Managerial and leadership skills of concerned actors developed		
1.1. Determine management and leadership training needs for all development actors in the Wum Municipality	500,000	Detail costing and sequencing of activities to be established
1.2. Develop/implement training program	3,000,000	Detail costing and sequencing of activities to be established
1.3. Develop guidelines and/or training manuals for use by actors in management and leadership positions	5,000,000	Detail costing and sequencing of activities to be established
1.4. Establish job profiles for key positions of the Wum Council including selected civil society development partners within the municipality	1,500,000	Detail costing and sequencing of activities to be established
1.5. Facilitate the use of knowledge gained from the different management and leadership training events	5,000,000	Detail costing and sequencing of activities to be established
Sub-total	15,000,000	
Strategic Objective 2: Sustainable funding strategy for the Wum Council developed		
2.1. Develop Terms of Reference for the Strategy document	500,000	Detail costing and sequencing of activities to be established
2.2. Identify consultants to develop the strategy document	150,000	Detail costing and sequencing of activities to be established
2.3. Facilitate the work of the consultant	50,000	Detail costing and sequencing of activities to be established
2.4. Validate and finalise funding strategy document	500,000	Detail costing and sequencing of activities to be established
2.5. Implement the appropriate recommendation of the strategy document	1,500,000	Detail costing and sequencing of activities to be established
2.6. Negotiate partnership agreements with technical and financial partners other than FEICOM	1,000,000	
Sub-total	3,700,000	

Municipal Project/Planned Activities	Cost Estimates FCFA)	Observations
Strategic Objective 3: Economic empowerment of women, youth and Mbororos ensured		
3.1. Determine domains of business skill development of targeted social groups	1,500,000	Detail costing and sequencing of activities to be established
3.2. Identify related capacity development needs of targeted social groups	1,000,000	Detail costing and sequencing of activities to be established
3.3. Organize business skill development training events in conformity with capacity development needs established	4,000,000	Detail costing and sequencing of activities to be established
3.4. Facilitate access of targeted social groups to investment capital from micro-finance institutions	1,500,000	Detail costing and sequencing of activities to be established
3.5. Establish a mechanism for the collection, processing and sale of fresh milk and dairy products from the Mbororo community	8,000,000	Detail costing and sequencing of activities to be established
3.6. Organize a training on processes of economic empowerment of vulnerable groups including women and gender	2,000,000	Detail costing and sequencing of activities to be established
3.7. Support opportunities for the social and economic interaction and integration of women, youths and the Mbororo	500,000	Detail costing and sequencing of activities to be established
3.8. Organise targeted team building/conflict management sessions for the local economic development actors of the Wum Municipality		
Sub-total	18,500,000	
Strategic Objective 4: Basic Infrastructure of the municipality improved		
4.1. Identify and describe state of infrastructure requiring improvements	500,000	Detail costing and sequencing of activities to be established
4.2. Develop budget estimates for the different infrastructure identified	100,000	Detail costing and sequencing of activities to be established
4.3. Carry out required repairs/construction of infrastructure requiring improvement	100,000,000	Detail costing and sequencing of activities to be established
4.4. Re-activate village road maintenance committees	500,000	Detail costing and sequencing of activities to be established
4.5. Establish a system for the systematic collection and disposal of wastes within the built-up area of the municipality	10,000,000	Detail costing and sequencing of activities to be established
4.6. Negotiate partnership agreements with technical within the Wum Municipality	500,000	Detail costing and sequencing of activities to be established
Sub-total	111,600,000	

Municipal Project/Planned Activities	Cost Estimates FCFA)	Observations
Strategic Objective 5: Incidence of child labour and child trafficking reduced		
5.1. Organise training workshops on the concepts of child labour and child trafficking	3,000,000	Detail costing and sequencing of activities to be established
5.2. Organise awareness raising campaigns to educate the targeted populations on the phenomenon and existing laws of child trafficking	2,500,000	Detail costing and sequencing of activities to be established
5.3. Establish a functional alert system for the monitoring and reporting of suspected cases of child labour and child trafficking	5,000,000	Detail costing and sequencing of activities to be established
5.4. Organize Workshop for community communicators	2,000,000	Detail costing and sequencing of activities to be established
5.5. Facilitate access to loans for micro-enterprise development	1,500,000	Detail costing and sequencing of activities to be established
Sub-total	11,300,000	
Strategic Objective 6: Prevalence of popular diseases particularly HIV, AIDS, Malaria, Tuberculosis and Typhoid reduced		
6.1. Organise awareness campaigns on health related issues (hygiene and sanitation, malaria, typhoid, HIV and AIDS etc)	5,000,000	Detail costing and sequencing of activities to be established
6.2. Organise training for peer educators	1,500,000	Detail costing and sequencing of activities to be established
6.3. Organise training for village water management committees on maintenance and protection of water catchments	1,500,000	Detail costing and sequencing of activities to be established
6.4. Provide waste disposal cans at strategic locations in the Municipality	10,000,000	Detail costing and sequencing of activities to be established
6.5. Support income generating activities of PLWHA and other vulnerable groups (orphans, handicapped, Mbororo, aged)	25,000,000	Detail costing and sequencing of activities to be established
Sub-total	43,000,000	
Overall Total	207,500,000	

7. IMPLEMENTATION, MONITORING AND EVALUATION OF THE DEVELOPMENT PLAN

The major challenge of the Wum Council is to create a mechanism including effective tools for implementation of the five year development. For each of the projects/activities, detailed action plans and accompanying financing schemes or budgets will need to be prepared by lead persons/institutions with support from the Operational Committee as indicated in the **Table 5**. The municipal projects/activities included in the current council plan will need to be approved during an ordinary session of the council.

It is important to note that, the municipal projects/activities included in the current plan are in different stages of development. While some are simply project ideas, others are fully developed municipal projects/activities. As should be expected, some of them are on-going activities/project only requiring the enhancement of their implementation; others can effectively be completed within a fiscal year while others will span several years.

Like other municipal councils, the Wum Council is obliged by the Cameroon legislation, to develop and present annual budgets but efficient planning of strategy implementation requires a much longer perspective than one year budgeting. In spite of several uncertainties, forecasts of operating expenditures showing resources year by year have been established for the municipality.

It is recommended that more detailed indicators be developed at the level of activities prior to effective implementation. When there is an agreement, it is necessary to define indicators precisely and charge an institution (or a person) to be responsible for ensuring implementation and collection of the data/information including specifying the initial value of the indicator.

8. REFERENCES AND BIBLIOGRAPHIES

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