



International Labour Office

Project N°: CMR/06/50NET

**POVERTY REDUCTION IN COMMUNITIES VULNERABLE TO CHILD TRAFFICKING  
THROUGH THE PROMOTION OF DECENT WORK IN CAMEROON**

(TC-RAM)

**METHODOLOGICAL EXPLANATORY NOTES FOR THE PREPARATION  
OF COUNCIL DEVELOPMENT PLANS (CDP) IN THE TOWNS OF BALI,  
WUM AND KUMBO (CAMEROON)**

## **PREAMBLE**

The main objective of a CDP is to bring people, community-based organizations, public authorities, private sector and their partners to make a complete diagnosis of the socio-economic situation of the community, to build a shared vision of the town, to formulate and implement a strategy and action plan. A CDP is about economic growth and job creation, poverty reduction and improvement of local governance.

**A CDP is an excellent result from concerted strategic planning at the level of a working group where the most significant segments of the community are represented. This working group whose members are selected according to criteria of representativeness, positions and roles in the community must be recognized by the municipal office for the legitimacy of the members.**

Concerted strategic planning is an innovative approach which puts online all the actors of urban development on the basis of common principles and goals of analysis and planning to achieve what we want "that the community is tomorrow".

Through the working group set up by mayoral ordinance in all sites of the project, strategic planning requires the concerted social content, meaning, and operating logic "actor".

The community itself as an active network is a family of actors moving with different logics and plural rationalities. Those players who are close partners and / or remote in relation to issues that they must formulate visions, list of activities according to the strategies and solutions adopted. They plan on the community expectations and their judgments. The objective here is to get them to be a "common image" and to think and reflect on the city of Thies in a sustainable future through the major themes that are the LEDs, child labor, the economic and indigenous peoples' social, capacity building of women and HIV / AIDS.

In contrast to traditional planning, the strategic approach is iterative and participatory. The plan document is a strategic phase of the cycle that includes the implementation, monitoring and evaluation. The desire to produce results and to monitor, if only to correct or abandon the unproductive actions, is an essential orientation of the strategic approach. The Action Plan, under the strategic approach and concrete details of the strategic options identified by allocating the necessary resources.

Unlike traditional planning contained in the mysteries of the "public", which decides hierarchically, plan with precision, certainty and in accordance with an approach based on growth strategies in the context of strategic planning are concerted no specific plans but identify configurations global agencies mission, objectives and resources.

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The PDC is a systematic approach to managing change, it assumes alliances between civil society, private sector and government while in contrast the traditional planning focuses on the primacy of the authorities public 'shall' and choose the "solutions" putting players on the

periphery of decision centers and implementing agencies. The animation process of the working group is spread over 5 days on the basis of tools and planning techniques of the ILO, to UNHABTAT of IIED and the Institute of the World Bank in a logic of sedimentation and adaptation.

**Session 1: (2 hours 30): Situational Analysis**

Presentation of the summary of thematic studies, respectively, on HIV, LED, Mbororos, Gender and Child Labor

Discussion and summary of key points to comment on the report in the form of economic and social

**Session 2: (2 hours) tree problem in local economic development related to the themes of the project**

How to clarify a problem?

To clarify a problem, it is pertinent to understand and analyze:

- 1.1 The nature of the problem: what are the dimensions managerial, financial, technical and institutional?
- 1.2 The impact: what are the social and economic costs, both direct and indirect? What in the long term are taken into monetary terms?
- 1.3 The causes of the problem: what are the causes outlined? What are the factors that influence the running of the problem in different areas and / or at different times?
- 1.4 Who are the actors / potential stakeholders? What role do they play?

**1.5 The table herein below can help us move quickly and effectively**

Problems	Causes	Consequences	Solutions	Actors partners et
Problem 1				
Problem 2				
Problem 3				

We must scrupulously ensure that:

- formulate problems in a simple, clear, clear and precise;
- there is liaison between the causes and consequences;

- repetition, vague formulations are avoided, to treat the causes and consequences and vice versa.

**The results of the table should allow the facilitator to formulate a statement of problems in the field of LED (maximum one page)**

The statement is a succinct, clear and accessible problem in the locality. This presentation should not exceed half a page and can take on strategic lines below:

1.6 Setting the problem in their local context (problems, location)

1.7 Decline of the effects, consequences, ...

Conclude with a status report and possibly the overall prospects for complex or urgent solutions.

**Session No. 3. (3 hours) Sociology of players across the LED Venn diagram and the map of influences**

01. Highlight the key institutions, organizations and individuals who are influencing the LED in the community.
02. The identification of the players must be related by the different roles assigned (real players) or can be assumed (potential) for each of them.
03. The exercise should make a careful and detailed description of the different tasks so as to give a perfect readability in the following phases (problem definition, reviewed strategies and resources).
04. The division of tasks must be part of a roles and responsibilities. To do this, special attention should be placed on the interrelationships, influences, interests, conflicts, calendars, etc..

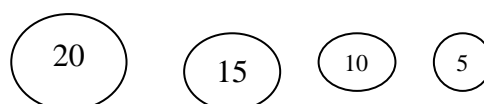
**2. Methodology**

**M1.** Enter the community of actors in the form of columns by calling themes relevant to the news of the problem at the community level.

**M2.** Venn diagram: it reflects the way of living and of doing and recognizes the importance of actors in relation to the issue, the procedures for interaction, conflict, etc. | scale of the community.

**Preparation**

**Step n° 1** + Prepare 4 circles of various dimensions



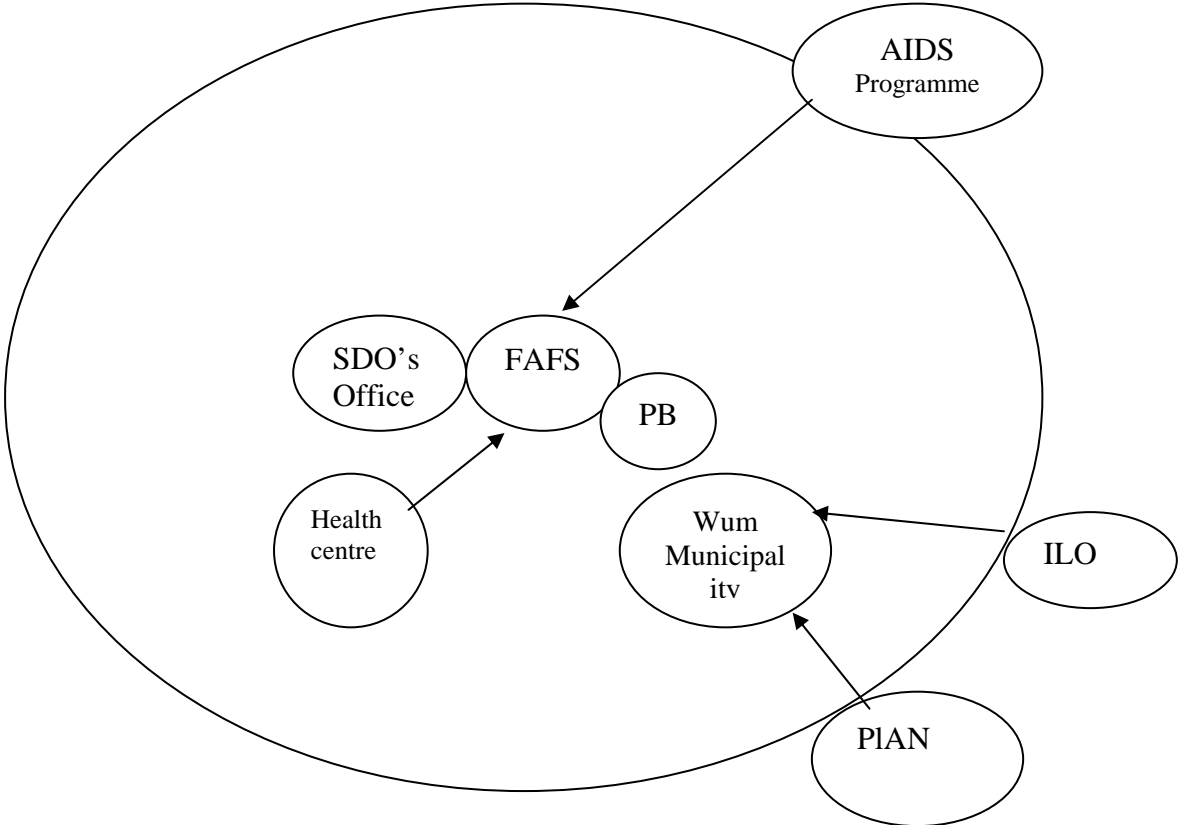
**Step n° 2** + identify the actors and inventoried at the local level first and then those from outside, are throughout the city.

**Step n° 3** + give a relative importance of each actor according to their importance from the rating scale of the circles (20, 15, 10, 5). To do this, criteria must be defined at the outset:

weight, abilities, interests, impact of the action taken, place and role of the problem in the strategies and programs, social mobilization, etc..

**Step n° 4** + put local actors within the diagram and those outside the periphery.

**Step no. 5:** Establish the interrelationships in the form of dashes or overlapping at the local level and between local actors and stakeholders.





**Synthèse des discussions a travers la Carte des influences**

<b>Group of actors</b>	<b>Interest in LED problems</b>	<b>Effects of LED on interests</b>	<b>Importance of action in the resolution of this problem</b>	<b>Degree of influence on policies and LED strategies</b>
Actor 1				
Actor 2				
Actor 3				
Actor 4				
Actor 5				

**Session No. 4 (2 hours 30): Meeting of formulating a vision for the community**

The vision of the community is a description of the future to which it aspires. .

Provide a vision for the city is providing its inhabitants with a goal of their efforts, mobilize and describe what they can achieve in the future. The vision reflects where the community would be in the future and it answers the question: **"What the community has the potential to become? "**

The vision must focus on **long-term** but motivate actions in the short term, **be realistic, target areas where the community has a comparative advantage**, indicate the roles of key players and be simple to understand.

The process of formulating the vision must be inclusive and involve all segments of the community.

It will choose a vision for the future of the city and niches competitive (based on the comparison of several scenarios, the existence of potential opportunities and resources for its implementation). The vision must be widely disseminated and made public

The process of building visions will comprise different steps:

**Step 1 :** Review the problems already identified by the working group on flip chart paper .

**Step 2 :** Ask the following questions to two distinct groups of holders of information:

Question No. 1: How do you envisage the future of the community?

Question No. 2: What are the economic aspects related to the desired changes? (E.g. jobs, income, poverty, child labor and so on. ...).

**Step N°3 :** Collect similar ideas and turn them into short sentences or key words.

**Step N°4 :** Ask two groups to prepare two vision statements

### **Example of a vision statement in a city North West of Cameroon**

A municipality with a high quality of life and abundant opportunities. A local with a participatory, democratic, honest, responsible, entrepreneurial, constantly in search of development. A municipality living in perfect harmony with its environment, with a diversified economy and efficient services and / or human dignity of women, children and people living with HIV / AIDS are fully respected. A community or economic and social advancement of indigenous peoples is required with a presence in the centers of decision and the implementing agencies in the area of local economic development.

**What precautions are necessary for good vision realistic and glued to reality with the working group?**

1. Describe the vision without specifying the phases or actions to get there.
2. Being practical, realistic and credible
3. Set a time frame (10 years, 15 years)

## **Session No. 5 (2 hours 30): setting goals for the vision**

1. The objectives are formulated in formulating questions, concerns, problems with short statements. To do this we use a verb that indicates a preferred direction and a name that describes the fundamental purpose. (For example, encourage the creation of employment opportunities and reduce poverty).
2. The goals provide a framework for LED strategy and define the priorities of economic development and the basis on which to decide what action to take.
3. The objectives should guide the definition of strategic options and will allow assessment of these options

### **What are the pitfalls to avoid in the process of setting goals?**

- Omit certain areas of interest expressed by the stakeholders represented in the working group.
- Do not set goals concise, clear, measurable and practical
- Develop objectives outside the influence and control of the local and community
- Create redundant objectives

### **Examples of objectives**

- Strengthen capacity and leadership of local government
- Reduce poverty
- Reducing pay through the promotion of decent work
- Improve the opportunities for jobs
- Improving local business development
- Increase the economic independence of women

### **Les différentes étapes de la détermination des objectifs**

1. Identifier les questions majeures que soulève la vision
2. Evaluer les questions (faire une distinction entre cause, effet et résultat).
3. Reformuler les questions comme des énoncés succincts des objectifs
4. Organiser les objectifs : séparer les moyens des fins, les actions des objectifs
5. Développer des indicateurs de performance SMART (spécifiques, appropriés, réalistes, datés dans le temps).
6. Prioriser les objectifs à l'échelle d'une pyramide

## **Session N ° 5 (3 hours). Development of strategic options for the pursuit of the 4 stages**

- 1. Develop actions for the pursuit of objectives.** One effective way to initiate a development strategy is to ask the next question. What actions can she undertaken to accomplish each objective using a technique of thinking independently of any constraints (eg sheets)
2. Refine and organize activities. Once a set of ideas relating to shares were issued, they must be refined and organized into strategies. The conceptual content of "strategies" because it is a multifaceted and ubiquitous expression that combines a variety of meaning and different meanings in the literature of monitoring and evaluation. Here the "strategy"

means a procedure to achieve objectives including tools, resources and related techniques.

3. **Evaluate strategies in tabular form.** (Policy Options No. X / Evaluation Operational / Institutional Evaluation / Financial Evaluation).

**Session No. 6: (3 hours) Identification of resources and tasks for each strategic option in the form of table**

**1: Determination of resources by strategic option**

Strategic Option	Identification of resources	Financial	Human	Material
N° 1. Improve the economic condition of women	Local	Council Budget	Representative of women in municipal council	-----
	National	Programme for the fight against poverty, ECOBANK	Regional Service for Women	-----
	International	ILO	-----	-----

**2: Determination of duties per actor for each strategic option**

Strategic Option	Action sequence	Duties	Actors
N°1 Improve the economic condition of women	<ol style="list-style-type: none"> <li>1. Organise a community forum</li> <li>2. Establish microcredit funds</li> <li>3. Train women in agricultural techniques</li> <li>4. Etc.....</li> </ol>	-----	-----

## Session No. 7: (3 hours 45) Preparation of action sheets

The action sheets that will be finalized by the facilitator can take the following structure for example:

<b>Action :</b>	
<b>Specific objectives</b>	
<b>Description of Action</b>	
<b>Expected Impact</b>	
<b>Beneficiaries</b>	
<b>Institutional context</b>	
<b>Breakdown of costs</b>	
<b>Implementation schedule</b>	
<b>Funding</b>	
<b>Expected results</b>	
<b>Random assumptions</b>	

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