



International Labour Office

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



Report of strategic planning workshop

**17th - 19th March 2009
Paul VI Memorial Centre; Up Station Bamenda**

Netherlands/ILO Cooperation Programme (NICP)

EXECUTIVE SUMMARY

The project entitled *Poverty Reduction in Communities Vulnerable to Child Trafficking through the Promotion of Decent Work in the Republic of Cameroon* seeks to contribute to alleviating the negative effects of child trafficking by creating income generating and employment opportunities in three Council Areas in the Northwest Region of Cameroon. The project is part of the Country Programme on Decent Work (PPTD) developed in 2007 of which Priority 2 targets the creation of decent work for youths, women, and other vulnerable groups. It is expected that the execution of this priority of the PPTD will facilitate the adoption of concrete measures required for the consolidation of the outcomes of IPEC and the integration of the Local Economic Development (DEL) approach into the Development Plans of local councils emphasising minimum work standards, social protection and social dialogue. In cognizance of the experiences of the LUTHRENA and WACAP projects also executed by the ILO on child labor and child trafficking, the TC-RAM project sets out to further develop the framework of the prevention of these phenomena in vulnerable communities through the enhancement of capacities and opportunities for the integration of alternative strategies of fighting child labour and child trafficking into their local development plans through income creation activities.

The TC-RAM project also gives a predominant importance to Gender aspects as part of its priorities. According to the project document¹, the project will focus on gender equity in the local development plans and in all the actions to fight against poverty, initiated by decentralised communities. Women and young girls also constitute the most important part of trafficked populations. Child labour and child trafficking in the North –West region concern mostly domestic work, which is traditionally female work. The girl child is more vulnerable and discriminated upon. “Parents prefer to keep girls at home who are prepared for marriage”. The boy child is generally considered the successor and must not be sent away from home. On the contrary, the girl is perceived as a future wife out of the family. Sometimes sending her out is an advantage; it is a way of exposing her for marriage².

As a result, the rate of education between males and females in the North-West region shows a Gender inequality in education because, 84,1% of men are educated for only 66,7% of women³. This situation limits women’s access to decent work and exposes them mostly to poverty and HIV/AIDS where the prevalence rate in this region is the highest of the country.

The project document also identified the Indigenous and tribal people as main beneficiaries of the TC-RAM project. In the Mbororo community, women are mostly confined to domestic work, and the Mbororo culture requires the women to be totally submissive to the men (part of the culture of silence) which limits the women’s participation in decision – making in mixed-gender groups⁴

A Strategic Planning of this project was organized at the Paul VI Memorial Centre, Bamenda from March 17th and 19th. The official opening ceremony of the workshop was presided over by His Excellency the Governor of the Northwest Region, The workshop brought together a total of fifty-one (51) individuals drawn from eight 08 institutional affiliations. Backing-

¹ BIT/ BSR-AC, TC-RAM PRODOC. P.5 (2007)

² TC-RAM diagnostic on Child labour, draft reort, p.35 (2009)

³ ESSI 2005, EDS 2004, Annuaire statistique 2004. INS - Yaoundé

⁴ SNV North-West, IGA report, (2008)

stopping was provided by the ILO Sub-regional office and the Technical Centres of Turin (Italy) and Geneva (Switzerland). This planning workshop provided an opportunity to raise awareness on the key principles and thematic issues being addressed by the project, present and discuss results of the baseline or diagnostic surveys, review project outputs (products) and consolidate partnerships for the execution of planned activities.

Prior and during the workshop, a planning team comprising the project team and facilitator received technical backstopping staff from the ILO Regional Bureau, Yaoundé and Technical Centres at Geneva and Turin. Workshop approaches and methodologies were highly participatory with key elements of all the stages systematically visualized and documented.

The careful choice of participants, thematic presentations, and systematic application of participatory techniques proved to be fruitful in the attainment of workshop objectives. After intensive discussions and debates both in plenary and group working sessions, participants at the workshop became more acquainted with, and updated the project operational planning framework (outputs, activities, indicators, etc.), validated results the baseline/diagnostic studies, and the Terms of Reference of project governance structures.

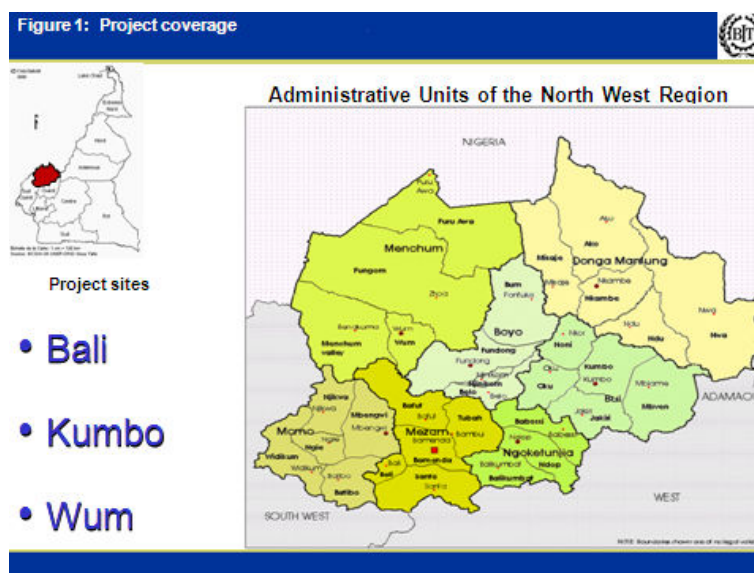
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1. OVERVIEW OF THE NORTH WEST REGION OF CAMEROON

1.1. Geography and location

The Northwest Region is located in the Western Highlands of Cameroon and comprises seven (07) divisions (**Figure 1**). It is bordered to the East by the West Region, to the North West by the Federal Republic of Nigeria, and to the South by the South West Region. It has a total surface area of 17'300km².



The human population of the Northwest Region was estimated at 1,725,600 in 1998 with a density of 99.12 people per square kilometre. The annual population growth rate has been estimated at 4%, as against the national average of 2.8%. Using these growth rates, the total population of the region is projected to be 3,364,366 in 2015. There are marked differences in distribution of the human population with variation in density estimated at 34.77. As in the other region of the country, women represent 51% of the population (INS 2004). That means in 2015, the North-West region will have about 1,700,000 women.

The landscape of the region is characterised by many mountains, valleys and plains, the highest peak being Mount Oku (at Kilum), which at 3011 m, is second only to Mount Cameroon in West Africa. Mount Oku, is a major watershed with many small streams running into two of the three main drainage systems in the North West region. While southern and eastern streams drain into River Mbam, the western ones drain into River Menchum and northern streams into River Kimbi, which forms part of the Benoue River system.

1.2. Socio-political composition of the region

The state-like fondoms/chiefdoms of the Northwest Region are perceived village traditional councils and development associations and reverence to the several organized socio-political groupings. The ethnic/tribal composition of the region is quite diverse with several

linguistic groups existing side-by side. Prominent amongst the ethnic and linguistic groups are the Tikari, Fulani, Hausa, Widikum, Aghem and Chamba. An important number of Nigerians and Cameroonians from the West Region (generally called Bamilike) is also found in the all the semi-urban and urban centres of the region. A majority of the Nigerians and Bamilike people are businessmen.

The Tikari are said to have migrated from Nigeria moving through the North and Adamawa Regions and initially settled in the Ndop plain from where they later dispersed into different locations of the Province. Today, the Tikari are found among the Bafut, Kom, Nso and Wimbun and the several tribal groups of the Ngoketunjia division. The Widikum are forest people who migrated from Manyu Division in the Southwest Region. While the Aghem are primarily found in Menchum Division, the Widikum are found in Momo and Mezam Divisions. The Fulani (also called Peul) and Hausa are distributed throughout the Northwest Region; their Muslim culture is indicative of long-standing relations with and migration from the three northern regions of Cameroon.

In matters relating to the socio-political composition of the North-West region, distribution of power greatly discriminates against women. At the administrative level, very few women occupy decision-making posts of responsibility. At the political level, though, women are very active in political parties throughout the region, there exists no female Mayor. Only some councils like Kumbo, Bali and Wum have female deputy Mayors. This situation however is of great concern in the management structure of the TC-RAM project inter alia the regional steering committee and the local consultative committees comprising mainly of the locally elected and representatives of decentralized services of the states, 90% of them are men.

1.3. Attachments to religion and religious institutions

While the Fulani and Hausas practice Islam, the Catholic, Baptist and Presbyterian also operate throughout the Northwest region with a significant number of adherents. There are also several animists. A fairly recent wave of alternative religious movements including sects, cults has been gaining grounds in the region. The sects, cults and the alternative religious movements are perceived as incursions into established Christian and traditional ways of life of the people and constitute important challenges to the Judeo-Christian tradition.

In spite of conspicuous manifestations of the belief in Christ, a substantial proportion of followers of both the mainstream churches and the new religious movements share a common view of life, which stems from some deep-rooted traditional practices. A case in point is the fact that many adherents of the mainstream churches, sects, cult and alternative religious movements are often found consulting with soothsayers in *ngambe houses*⁵ shortly after church services.

In all those denominations, the woman's position is seen as second to that of man. While the Christian and Moslem religions demand for total submissiveness from women, the traditional religion defines the man as the head of the household, whose authority is to be respected by all including the woman⁶.

1.4. Poverty and the prevalence of poverty across the region

Behind the different concepts of poverty, which are usually represented by figures, live and survive several inhabitants of the Northwest Region. Though useful indicators, the

⁵ Fortune-telling houses

⁶ TC-RAM diagnostic on Gender and HIV/AIDS, draft report , (2009)

quantitative measures often used do not sufficiently describe and represent poverty and conditions under which poor people in the Northwest Region live and survive. Poverty in the Northwest Region is not just a matter of cash income or expenditure shortfalls. It also includes food insecurity, vulnerability and deprived access to land, justice, information, healthcare and education are most often cited as indicators of poverty. In general terms, poor people are often given two complementary dimensions; the first relates to a state of being characterised by a lack of cash income which leads to an inability to provide adequate levels of basic necessities such as housing, healthcare, clothing, food, portable water and electricity. The second dimension considers poverty as an insufficiency of resources and the lack of possibilities for choices and opportunities that could provide individuals with decent living conditions.

In 1996, the Cameroon Household Survey (ECAM) revealed that not only was poverty a rural problem but also that more than half of Cameroonians live below a poverty line estimated at 148,000 FCFA per annum. Though these figures are too global in classifying households by residential categories, the message from the survey is that poverty is location-specific. The prevalence rate of poverty in the Northwest Region is as high as 79%, being 11% above the national average estimated at 68%. Against this background, the TC-RAM project is not only a complementary strategy for addressing the widespread poverty through the enhancing opportunities for accessing decent employments but also as an opportunity for enhancing the spirit of governance.

Poverty in the North-west region, like all other regions of Cameroon, is experienced more in the rural areas than in the urban as seen in the statistics which indicate 49,9% for the rural area and 22,1% for the urban area. Those mostly affected by poverty are women, children and Indigenous tribes and populations. In reality, 52% of poor families constitute women and half of these women are at least 15 years old.

The feminisation of poverty indicates that the effects of poverty are more on women than on men, in all aspects. Economically, it reduces women's saving and investment potentials. Poverty equally affects the educational and training standards of women as their opportunities for education are given up in favour of boys. Culturally, the burden of child care on women is increased with increased poverty.

In the same vein, poverty has been shown to increase the vulnerability of persons, especially women, to contracting HIV/AIDS. Poverty equally has a worsening effect on persons living with HIV/AIDS in that, it affects care giving, thus reducing the productive potentials of patients and increases opportunities for HIV/AIDS related deaths, with ramification on development.

The gender diagnostic of TC-RAM zone proved that gender inequality undermines development efforts in a considerable manner. Apart from the fact that these inequalities affects women's self esteem, their health and contributes in the marginalisation and dehumanisation of women, the family and the community as a whole suffers from low household income levels, increased poverty/poor living standards, reduction in farm output, increased divorce rates, morale decadence, increase in crime wave/juvenile delinquency, poor quality care and educational standards for children and vulnerability to child trafficking, HIV/AIDS and STDs.

Traditionally there is a labour division between men and women. At the level of agriculture for example, men clear the land before women come to cultivate. Discussions from the field pointed out that a very small proportion of men in the region assist their wives in carrying out their work. This assistance is mostly in the areas of, cooking, laundry, and care for children, cultivating/harvesting of farm produce etc. However, the women noted that this assistance is not regular, but is done when the husband realises that his wife is extremely occupied, is sick or not available.

1.5. Land-use patterns of the region

Agriculture is an important source of both cash and food crops with over 80% of the population engaged in agricultural activities. It is not uncommon to have farm-sizes of as low as 0.7 hectares per farm family. Cattle rearing has become semi-nomadic or transhumance with limited initiatives for the improvement of cattle and pastures; cattle rearing is practised on communal lands. Emerging exceptions are found in the SODEPA. Tadu, Rock Farm, and Ndawara Ranches in Donga-Mantung, Bui. Mezam and Boyo divisions, respectively. Apart from the Ndu and Ndawara Tea Estates, plantation agriculture is limited, although the number of large farms has been on the rise.

Human settlements is generally linear and/or nuclei with built up areas along the major highways (including the Ring-Road). Most settlements are located where conditions are favourable for agriculture and access to water sources; many villages are found in valleys and the foot of escarpments.

There are several degraded permanent forest estates; the Mbi Crater Game Reserve, the Bambui Protected Forest, the Kimbi Game Reserve,, the Kom-Wum Forest Reserve, the proposed Kilum-Ijim Technical Operations Unit (TOU), etc. Prospects for implementing sustainable management interventions in these forest estates are hampered by the absence of management plans. Law enforcement is almost non-existent because of insufficient logistic support to the poorly trained staff.

The inheritance pattern in the region is another element that promote gender inequality. Women are not supposed to inherit, but on the contrary, are to be inherited by a brother in-law in the event of the death of their spouse. The property left by a deceased husband is controlled by his successor who traditionally is either his son or brother. By the law, all the children (boys and girls) are beneficiaries of the inheritance of their father, and also a woman can inherit husband's properties in legal marriages. But traditionally, at the death of the father, his properties are share among male children, with no respect of the law.

Even in situations where the woman inherits her husband's property (as in legal marriages),traditionally, she is still expected to consult and get approval from her sons and brother –in-laws before taking any major decisions on the inherited property, like selling or carrying out huge/long term development projects (e.g opening a plantation)⁷.

1.6. Income creation and related activities

Agriculture is the main income generating activity of the inhabitants of the Northwest Region. Agricultural activities range from the conventional cultivation of crops meant for the generation of cash (arabica and robusta coffee, oil palm) to food crops primarily grains and tubers. Surpluses of the food crops are sold in local markets to supplement household cash incomes. Market gardening is increasingly gaining grounds as vegetable (huckleberry) is sold out of the province in city centres including Yaounde and Douala. Other vegetables include cabbages, onions, tomatoes and leeks, which are presently being demanded out of the region. Also, livestock rearing is also a significant income generating activity in the Northwest Region with small livestock commonly found in many rural households.

Forest-based products, notably eco-tourism and non-timber forest products (NTFPs), are also increasingly becoming important sources of cash incomes. The tantalising scenery, culture, crafts, waterfalls, endemic birds and plants species constitute important attractions to tourists. The collection and sale of NTFPs are important income generating activities both for women and increasingly for men and youths. Key non-timber forest products include

⁷ TC-RAM gender and HIV/AIDS diagnostic, draft report, (2009)

kolanuts, honey, fuelwood, wild vegetables, construction poles, game, rattan, *Prunus africana* bark, and numerous medicinal plants. Many of these forest products are collected from communal forests, community forests, fallows, farms, etc. Significant declines in the availability of these forest products have been reported; some of the decline being attributed to unsustainable harvesting practices and forest degradation.

Other income-generating activities include petty trading, crafts and the use of skilled and unskilled labour to generate cash incomes from the local labour market.

Generally in the North-west region, women are mostly involved in carrying out agricultural and trading activities, for income generation. Most of these activities are done in small scale because they have to cope with the burden of meeting up with their reproductive functions. Their income generating activities therefore, are just an extension of their household responsibilities in that, profit made from these activities is usually spent on meeting up with their mothering responsibilities. The success of women in business is greatly hindered by socio-cultural practices as well as personal factors. Apart from farming and petty-trading, women are also involved in sewing, restaurant, provision stores, hair dressing, small livestock farming (mostly done in groups), thrift and loans through njangis/tontines, market women's associations and women's cooperatives⁸.

At the economic level in all the communities of the region, gender inequality exists in the domain of access/control over production resources like land and capital. Traditionally, women don't own land and property, as they themselves are considered as property. Considering the importance of land in agricultural domain which carries 52% (INS, 2004) of employment at national level, this lapse greatly hinders the economic development of women, because of their limitation to meet up with the requirements set by financial institutions for the obtainment of loans (the use of collateral), women therefore face inequality in accessing loans.

⁸ TC-RAM diagnostic on Gender and HIV/AIDS, draft report,(2009)

2. THE TC/RAM-CAMEROON PROJECT CONCEPTION AND IMPLEMENTATION

The project entitled *Poverty Reduction in Communities Vulnerable to Child Trafficking through the Promotion of Decent Work in the Republic of Cameroon* seeks to contribute to alleviating the negative effects of child trafficking by creating income generating and employment opportunities in three Council Areas in the Northwest Region of Cameroon. Due to their denigration, vulnerability to accessing basic services and recurrent conflicts with native populations, the Mbororo constitute an important beneficiary and stakeholder of the project. The project is expected to integrate and make use of earlier interventions of the ILO within the Northwest region particularly the fight against child trafficking, HIV and IADS, gender and equality between sexes and the socioeconomic promotion of marginalised tribal/ethnic groups such as the Mbororo.

Participation, all-encompassing discussions and local economic development are cardinal principles of project execution. Against this background, diagnostic studies resulting in four (04) Baseline Reports have been developed by a group of consultants. These diagnostic/baseline surveys complement two (02) earlier reports developed from the execution of related projects by the ILO across the region. Based on local realities and the general orientations proposed by the different reports, the overall objective of the strategic planning workshop will be to develop a common vision and approach for attaining project objectives.

In operational terms, two sets of outcomes are expected from the strategic planning workshop:

Set A. Completion of Project Operational Planning Framework

1. Enhance understanding of the contents of the TR-RAM project amongst partners;
2. Pursue the identification of implementation partners by Council Area;
3. Update project immediate objectives (Outcomes), initial activities and indicators for each of the products/outputs of the project ;
4. Discuss and agree on project sustainability and visibility factors.

Set B. Information and Sharing Validation of Project Operational Structure

1. Present and discuss results of the diagnostic/baseline surveys carried out within framework of the TC-RAM project implementation;
2. Validate the Terms of Reference of the Governance Structures of the project (Regional Consultative Committee and Local Consultative Committees).

2.1. LED as Strategy for Delivery on the TC-RAM project

A key characteristic of globalisation is that product and service markets have become very inclusive. At the same time, information technology and improved access to resources have widened opportunities for people to choose from a wide range of alternatives. Even if the unifying factors of globalisation have paradoxically resulted in a stronger sense of territorial identity, an immediate requirement of globalisation is that development strategies need to take on board the specifics of the nations, regions and localities for which they are being

designed. Because the world looks more and more the same everywhere, people have tended to emphasize their differences. While some countries, regions and localities have successfully pursued strategies leading to prosperity and gainful employments, others have not been able to adapt to global markets.

Against this background, the major challenge for local economic development (LED) practices becomes that of knowing how to make the most of locally available resources in ways that improve returns from global markets. Therefore, the imperative for sustained success to adapt development policies and programmes to local circumstances has become more evident. This suggests that comprehensive LED initiatives need multiple dimension: stimulating entrepreneurship, deliberate investments in human capital, physical and social capital, environmentally friendly policies, ending all forms of discrimination in the labour market, etc.

While the ILO approach to successful LED includes all these dimensions, it adds **the creation of decent work** as a central element. Decent work is defined as productive work that delivers a fair income while making provision for social protection and social inclusion. This entails poverty reduction for marginalised groups including indigenous peoples, and room for women and men to organise and express their concerns.

In order to ensure positive outcomes of marginalised social groups, the ILO promotes the use of participatory approaches based on social dialogue. The LED approach requires that development processes be locally driven and involve all local stake-holders –ranging from local government and the private sector to civil society and community based organisations. The comprehensive nature of the ILO’s LED approach requires the skilful blending of different fields and expertise and the pragmatic application of development tools and methods. Within the wide range of applications and options for drawing upon different disciplines, the common principles of adopting a successful LED approach include; genuine social dialogue, mutual learning and sharing, alignment with national and local development frameworks, coherence with development approaches of productive sectors, public-private partnership and creation of opportunities for decent employment. These are the building block for ensuring that development strategies eventually benefit all stakeholders through more and better jobs.

2.2. Participants and Participation in the Workshop

Excluding His Excellency the Governor of the Northwest Region and his entourage during the official opening, a total of fifty-one (51) individuals (**Annex**) drawn from eight 08 institutional affiliations consistently and actively participated in deliberation of the three (03) days workshop. The institutions represented at the workshop are outlined below:

- Local Councils of the project sites (Bali, Kumbo and Wum)	= 06
- Civil society organizations	= 15
- Regional state/government services	= 04
- Trade Unions	= 04
- Traditional authorities/representatives	= 02
- Micro-entreprises including micro-finance establishments	= 07
- ILO (regional office, international service centres and project team)	= 09
- Consultants	= 04
Total	= 51

Within the framework of the LED approach, this institutional representation at all levels of the Northwest region provided not only an initial basis for the appropriation of the relevant concepts and principles but most importantly for the initiation of operational partnerships for the eventual implementation of the activities that emerged from the workshop.

It should be noted that partners for the implementation the TR-RAM project will be drawn from the ILO Technical Units based in Geneva (Switzerland) and Turin (Italy), the Regional Bureau based in Yaounde, the Northwest Region with headquarters in Bamenda, and the targeted Council Areas of Bali, Kumbo and Wum.

3. PLANNING AND EXECUTION OF WORKSHOP PROCESSES

2.1. Sequence 1: Setting the Stage for Action

The word of welcome and initial introductions was done by the Chief Technical Advisor (CTA) of the Project Mr. El Housseynou LY. This was followed by introductory technical speeches from Madam Coumba DIOP who used the opportunity to indicate the general and specific capacity building role of the ILO International Training Center based in Turin, Italy (**Annex 3**). Taking the floor, was Mr. Cheaka Touré representing ILO Sub-regional Director for Central Africa (**Annex 3**). The official launching speech was made by His Excellency the Governor of the North West Province, Mr, Abaka Ahamat.

Workshop approaches and methodology

The workshop organisation and execution was developed in three phases:

- Team preparation;
- Workshop proper and
- Documentation and reporting.

Team Preparation

This consisted of administrative and technical meetings prior to the workshop bringing together the Project Team based in Bamenda, ILO back-stopping staff from the Yaounde Sub-regional office and the facilitator. The issues discussed during these meetings included, though not limited to the following:

- Review of the list of participants to ensure adequate stake-holder representation;
- Development of draft Workshop Programme;
- On-the-spot assessment of the workshop venue including logistics;
- Discussions and agreements on possible options for optimising the contributions of participants through group constitution;
- Assessment of the consistency of planned thematic presentations.



Workshop proper

Beginning with plenary session presentations, participants later on worked in thematic groups or commissions. After each of the thematic presentations, enough time was allowed for general discussions, questions and answers from the lead presenter. Feed-back sessions were organised for the validation, enrichment and improvement of the outcomes of working groups.

In view of the objectives of the planning workshop, however, working groups were constituted around project outputs/products and related thematic issues (Terms of Reference of Project Governance Organs).

A series of participatory animation techniques were used during plenary sessions to enlist effective contributions from participants of the workshop after and during thematic presentations. These included probing using open, closed and leading questions, brainstorming, etc.

Throughout the workshop, the project team (Chief Technical Advisor and National Experts), backstopping staff from the ILO and consultants acted as resource persons during plenary and group working sessions. They also took notes and assumed responsibilities of facilitators in the working groups.

The conceptual guideline for the strategic planning workshop was the Project Cycle Management (PCM). In its application there are at least three key outcomes of the PCM viz:

- analyses of problems and issues;
- better specification of partners and their roles in project execution;
- specification of result-chains in a Logical Framework Matrix (LFM);

While the PCM improves development effectiveness, the LFM is an analytic technique for organising or structuring thinking. It also provides the framework for participatory monitoring/evaluation, sharing of experiences and mutual learning by implementation partners.

Documentation and reporting

Following agreements on the workshop formats, contributions were put together by the Lead Facilitator and Workshop Consultant. Drafts versions were circulated for comments and further inputs by the ILO back-stopping team.

2.2. Sequence 2: Key Note Presentation and Results of Diagnostic/Baseline Surveys

A total of five (05) PowerPoint presentations were followed by plenary session discussions where participants completed and commented on the presentations. This also applied to the outcomes of group work which were generally presented in plenary sessions for consolidation, improvement and adoption. The presentations included;

2.2.1. *Local Economic Development as Project Implementation Approach and Strategy*

This was the lead presentation of the planning workshop executed by Madam Asha D'Souza an ILO International Consultant based in Geneva. High points of the presentation were:



- The economic and political context of the LED followed by an operational definition ;
- ILO's approach to LED ;
- Differences between the ILO's approach to LED and top down development strategies;
- Stages of the LED approach
- ILO's Tool for a successful LED implementation;
- Outcomes of successful LED implementation

The presentation was closely followed by a summary presentation of the diagnostic survey on the Local Economic Development (LED) across the project site presented Mr. Togho Lumumba Mukong. The presentation focused on:

- The human and social capital (social infrastructure, demography)
- Non governmental institutions and service agencies,
- Value chain to be developed in each council area;
- Services offered by financial institutions;
- Specific and general recommendations for the integration of LED into project implementation.



Annex 4 presents the full abstract of the study

2.2.2. Child Labour and Child Trafficking

This presentation was made by Madam Ousseimtu Dameni, of IDF (Integrated Development Foundation). The highlights of the survey included:



- The fact that the perception of child labour in the project areas contradicts perception of the international community,
- The generally poor knowledge of the provisions of the 2005 law on child labour;
- The fact that the project has a triple function; supply, transit and use zone of child labour;

The recommendations of the survey were directed to:

- The dissemination of law n° 2005/015 of 29th December 2005 and Convention 138 and 182 on child trafficking and slavery;

- The improvement of law enforcement on the phenomenon;
- The establishment of a preventive mechanism at village, council and regional levels;
- Support to councils within the project area to integrate Child Labour and Child Trafficking into their development plans;
- Support to technical and institutional capacities of civil organisations in the fight against the phenomenon;
- Comprehensive assistance to victims, parents or caregivers

Annex 4 presents the full abstract of the study

2.2.3. Gender, HIV and AIDS

The diagnostic study was carried out by Madam Bakia Lem Akongwi Shu. Using the gender related problems as entry point for the presentation she then delved into strategies for addressing the problems which included:

- The need to increase men's participation in women's activities and eradication of obnoxious cultural practices
- The financing of women's activities
- Deliberate actions to integrate women in decision making processes

In terms of HIV and AIDS, the presenter pointed out the high prevalence of the pandemic across the project site especially among women and teacher, the abundance of risk factors in all the communities being targeted by the project, continuous stigmatizations of persons living with HIV and AIDS, refusal of the existence of the pandemic, misconceptions about the use of condom, duplication of intervention on the management HIV and AIDS, etc.



Amongst other recommendations, the key for addressing the HIV and AIDS pandemic across the project site will be enhanced education on the pandemic, appropriate care and micro enterprise development for persons living with HIV and AIDS

Annex 4 presents the full abstract of the study

2.2.4. The Mbororo as Marginalised Social Group

The presentation on the Mbororo, a sub-group of the Fulani was presented by Dr. Vabi Michael. The highpoints of the presentation included:

The presentation underscored the rationale for considering the Mbororo as a vulnerable social group in the Northwest Region, These included;

- Their frequent belittlement



- Their helplessness on issues of access to land and land-based resources
 - Their difficult access to basic social services (schools, hospitals, access roads...)
 - Their being targets of extortion by administrators, the Mbororo and non-Mbororo elite, forces of law and order, etc),
 - Their being often threatened and intimidated;
- Their being considered immigrants into the Northwest Region
 - Their peculiar lifestyle spinning around cattle rearing;
 - Their low level of formal general and technical education at all levels

The presentation raised the absence of effective strategies of ensuring their political, civic and legal representation and participation. Several opportunities and constraints for the socio-economic and social integration of the Mbororo were pointed out prior to the conclusion of the presentation.

Annex 4 presents the full abstract of the study

2.2.5. Sustainable Funding Mechanisms

This study was carried out by Théodore SIO and Jean Baptiste KAMDEM in September 2008. The study was inspired by the project strategy inbuilt into LED and wave of the decentralization in favor of local councils expected to be effective by 2010. The presentation focused on the funding mechanisms available to councils especially fiscal and non fiscal resources. Alternatives funding mechanisms were also discussed which include inter alia, contributions of the private sector, elite, micro-finance, development-oriented national NGOs, etc.

The presentation highlighted the major problems that councils would like face in resource mobilization at the national levels, those inherent within the councils and other constraints to resource mobilization.

Proposed solutions to these the constraint of resource mobilisation include amongst others the need to optimize and secure municipal revenue, the importance of controlling expenses, the valorise natural resources within council areas, the development of projects within the framework of the Public Investment Budget (PIB) and the Heavily Indebted Poor Countries (HIPC) initiative, etc.

Annex 4 presents the full abstract of the study

2.2.6. Overall Trends from the Debates, Discussions and Validation of Diagnostic Surveys

The lead presentations were followed by extensive discussions on both their contents and formats. In order to enhance an understanding of the extent of the issues at stake, participants provided complementary testimonies and specificities of the different council areas targeted by the project and the Northwest Region in general.

Overall, it was evident from the debates and discussions which ensued from the presentations that a number of the issues raised in the presentations were sufficiently specific to the council areas targeted by the TC-RAM project albeit being general to the Northwest Region. Cases in point include the HIV, AIDS, agro-pastoral conflicts, inadequate capacities within the councils, generalised disparities between sexes and age-groups, etc. It also became evident from the presentations, debates and discussions that there are substantial on-the-ground interventions with a general trend towards the duplication of efforts and obvious inefficiencies due to poor collaboration, and at times, ignorance.

A common problem raised by the consultants on LED and HIV and AIDS was the difficulty of accessing data, heavy presence of civil society organisations in Bamenda, the Regional Head quarters of the Northwest Region. Similarly, it was evident that the competitive and at times conflicting regulatory frameworks were also key elements of the conflicts between and amongst land users and grassroots support organisations. In a related connection, the similarity and differences between child trafficking and child labour became more apparent during discussions on the baseline survey on this phenomenon across the project site.

As should be expected, issues and problems of the Mbororo were specific to them notwithstanding the consequences of their manifestations on the different sectors of the socio-economic life of region.

Based on the general and specific exchanges between the lead presenter and participants at the workshop, all the baseline reports were validated pending the incorporation of the relevant issues raised, discussed and agreed upon.

2.3. Sequence 3: Updating Initial Project Goal, Outcomes and Outputs/Products

A key objective for the organisation of the strategic planning workshop was to update the operational elements of the Project Logframe. Against this background, the Project Goal, three (03) intermediate objectives/outcomes and all eleven (11) products/outputs were presented to participants, with the dual aim of getting them more acquainted with the key ideas behind the formulation and general orientations of objectives at each level of the project logframe.

As define in the original project document, the development objective of the project is defined as: ***To Increase Income Generating Opportunities in Communities Vulnerable to Child Trafficking within the Framework of the Local Economic Development (LED) Approach.***

Three strategic outcomes for delivering on this development objective of the project are ;

Immediate Objective or Strategic Outcome 1: Baseline data which take into account the gender approach to the development of targeted communities is developed and rendered operational.

Product/Output 1.1: The economic, cultural and institutional potentials targeted communities are analysed and sustainable incomes sources identified

Product/Output 1.2: A data base on the potentials promising economic sectors and social and organisational dynamics of communities is established and accessible.

Immediate Objective or Strategic Outcome 2: Opportunities for equitable access to productive employment are created for both women and men within the framework of local economic development.

Product/Output 2.1: The Local Economic Development (LED) approach is adopted by grassroots organizations as a strategy for creating employment in the fight against poverty

Product/Output 2.2: An institutional and organisational framework for local economic development is established in the context of social dialogue

Product/Output 2.3: Operational and management capacities of project governance structures for Local Economic Development are reinforced

Product/Output 2.4: Individual or collective micro-projects conceived by project target groups are funded and executed

Product/Output 2.5: A sustainable strategy for the mobilization of local financial resources is developed and executed

Immediate Objective or Strategic Outcome 3: Girls and boys are protected against trafficking and benefit from equal education, training/professional placement opportunities as well as social protection

Product/Output 3.1: Communities integrate the fight against the worst forms of child labour into their local development plans (LDP)

Product/Output 3.2: Conditions of gender inequality that put girls and boys at risk are addressed

Product/Output 3.3: Girls and boys who are victims of trafficking and their families benefit from all-inclusive measures of withdrawal, rehabilitation and reintegration.

Product/Output 3.4: Girls and boys susceptible to trafficking and their families participate in the integrated prevention, education and employment creation

2.3.1. Debates, Discussions and Validation of Project Logframe

In view of the progress of implementation on “Immediate Objective or Strategic Outcome 1”, there was little discussions during the workshop on its contents. However, there it will be useful for the project team to pull together the reports of the diagnostic study into a “Single Baseline Survey Report” highlighting the general and specific methodologies, results, emerging lessons, recommendation s, etc.

The products/outputs of “Immediate Objectives or Strategic Outcomes 2 and 3” were presented and discussed. The discussions confirmed the comprehensive and obvious linkages between and amongst products/output. Technical similarities, for example, were identified the following products/outputs of the project.

- Products/outputs 2.4 and product/output 2.5
- Product/outputs 3.1 and product/output 3.2
- Product/outputs 3.3 and product/output 3.4

Based on the improved understanding of the relationships between the problems highlighted in the diagnostic/baseline surveys as well as those brought up by participants during the workshop, the project deliverables in terms of outcomes and products/outputs were validated.

2.3.2. Sustainability of Project Outputs and Visibility

In order to improve participants' understanding and eventual appropriation of the overall logic inherent in the project planning framework, each participant was requested to write out on a conference card one element liable to contribute to the sustainability of project outcomes and visibility. An analysis and summary of suggestions from participants revealed at least five broad categories of concern as presented below.

Categories	Element liable to contribute to the sustainability of project outcomes and visibility
<u>Category 1</u> Fostering ownership by partners and beneficiaries with concrete actions	Make the beneficiaries accountable for the success of the project
	Financially empower target groups and create opportunities for them to be better off by <ul style="list-style-type: none"> ○ Helping them develop income –generating activities ○ Helping them create and successfully run micro-enterprises
	Training of target groups at an earlier stage of the project
	Limiting many actors at the initial stage to credible ones
	Make funds and resources available to target groups through <ul style="list-style-type: none"> ○ ensuring that resources are effectively channelled to beneficiaries ○ developing and implementing a revolving fund (refinancing mechanism) ○ Making grants available to target groups and beneficiaries
<u>Category 2</u> Project implementation monitoring	Putting in place follow-up committees in each council
	Lobbying for councillors to adopt project outcomes as resolution
	Assisting councillors in resources mobilization
<u>Category 3</u> Ensuring sound project management	Transparent and rigorous management
	Proper supervision and coordination of project implementation
	Timely management (respect of project planning)
	Strict supervision of finance
	Transparency in project communication strategy
	Making the difference between the political and development intentions of councillors and councils sufficiently clear at the on-set.

Category 4 Fostering partnership and networking	Limiting the number of actors to be involved in the project
	Developing a spirit of trust by partners and beneficiaries
	Fostering good working relationships with beneficiaries and partners,
	Fostering networking amongst target groups, partners and beneficiaries
	Creating community structures for resource mobilization beyond the project life-span
Category 5 Project visibility	Organizing weekly programmes with local radio stations, using panel of speakers
	Systematically involving all partners
	Fostering ownership of the project outcomes by beneficiaries
	Seeking donors to continue the project beyond its current short life-span

2.3.3. Constitution of Groups and Group Working

After the presentation of the participants' concerns for sustainability and visibility, seven (07) working groups were then constituted. Six working groups worked on the project product/outputs while one group assessed, commented and made recommendations on the draft terms of reference for the Project Governance Structures. Working groups were constituted as presented below.

Working Groups	Project product/outputs	Specific tasks
Group 1	Product/Output 2.1	Taking into account the project duration and feasibility of implementation: - Comment on the clarity of contents of each Product/Output; - Review/assess comprehensiveness of proposed activities and add a maximum of three major activities required for the full visibility of the intervention when completed; - Review/assess proposed indicators and add a maximum of one Indicator that will ensure the full visibility and accomplishment of the project and partners when completed;
Group 2	Product/Output 2.2	
Group 3	Product/Output 2.3	
Group 4	Product/Output 2.4 + Product/Output 2.5	
Group 5	Product/Output 3.1 and Product/Output 3.2	
Group 6	Product/Output 3.3 + 3.4	
Group 7	Project Governance Structures	Bearing in mind the overall and operational objectives of each of the Governance Structure of the Project as well as its overall orientation; - Comment on the criteria for the selection of members of the Project Regional Consultative Committee (PRCC) and make adjustments/recommendations if vital - Comment on the clarity and completeness of the Terms of Reference and make adjustments/recommendations if vital; - Assess the institutional practicability of the composition of members of the Committee of the project and make adjustments/recommendations if vital; - Review and comment on the institutional membership of the Committee and make adjustments/recommendations if vital - Review the mode of functioning of the Committee and make adjustments/recommendations if vital

2.3.4. Outcomes of Working Groups

While the contributions of Working Groups 1, 2, 3, 4, 5, and 6 involved deleting, addition and the reformulation of activities, Working Group 7 made wide ranging comments on the draft Terms of Reference of the Project Governance Structures.



The outcomes of the working group sessions will need to be assessed by the TC=RAM project team and relevant elements incorporated into the final project planning document.

Outcomes of Working Groups from Bamenda Planning Workshop

Immediate Objective or Strategic Outcome 2: Opportunities for equitable access to productive employment are created for both women and men within the framework of local economic development.

Output 2.1 The LED approach is adopted by grassroots organisations and Councils as a strategy for creating employment in the fight against poverty

Activities	Target groups	Sites	Potential partners	Indicators
Educate Councils on the concepts and processes of LED	Councils	Kumbo, Bali, Wum	Service providers and consultants	Number of meetings Quality of representatives
Identify groups and associations liable to be part of project implementation	Women, Victims of CT, HIV/AIDS and Mbororo		MBOSCUDA	Number of groups identified
Incorporate potential service providers into project implementation	Service providers	Bamenda	Service providers and consultants Service providers	Number of service providers contracted
Organise thematic awareness raising meetings with different target groups no the LED approach	Women, Victims of CT, HIV/AIDS, Mbororo, financial institutions, religious, traditional authorities government technical services	Kumbo, Bali, Wum	Service providers, NGOs and consultants	Number of meetings Number of participants in sensitization meetings
Integrate the LED approach into local development plans - in Kumbo update LED strategy - in Bali elaborate the local development plan using LED - in Wum, carry out a monographic study			Service providers and consultants	Extent to which the concept of LED is integrated into Council development plans
Develop credible partnerships with other donor and projects in the region	GTZ, SNV, ICRAF, Plan International, INADES, HPI, FAO, CANADEL, CARE, GP-DERUDEP, ILO – SIDACCOOP			Number of donor agencies identified

Output 2.2 An institutional and organisation framework for LED is established in the context of social dialogue					
ACTIVITIES	Target groups	Sites	Potential partners	Indicators	
Identify existing structures (groups, local assns., from where members of LCCs can be selected)	Councils, Administration, CSO, Economic operators	Kumbo, Bali, Wum	ILO Consultants NGOs	Existence of functional consultative committees	
Organize consultative meetings					
Validate TOR of LCC					
Put in place a functional Council area Consultative Committee					
Organise training of trainers workshop on the development on LED plans	Members of the Council Area Consultative Committee	Kumbo, Bali, Wum	ILO Consultants NGOs	Existence of a format for the elaboration of LED plans	
Update/establish LED plans taking into consideration Gender and HIV/AIDS	Council Areas, Village Dev Assns, Women's groups, Youth groups Orphans and vulnerable children, PLWHA, Minority groups	Kumbo, Bali, Wum	ILO Trainers Consultants	LED plans produced	
Output 2.3 The operational and management capacities of project governance structures for LED are reinforced					
2.3.1 Assessment of training needs for governance structures as well as target groups (beneficiaries)	Members of the Steering committee and Local Consultative Committees (LCC) <u>Beneficiaries:</u> women, youth, indigenous people, families vulnerable to trafficking, PLWHA	Kumbo, Bali, Wum	MBOSCUDA IDF ILO persons	- Number and types of respondents - Quality of the analysis	

Activities	Target groups	Sites	Potential partners	Indicators
2.3.2 Adaptation of existing training tools in the light of the training needs assessment to create a LED manual for the North-West region		Regional level	ILO Consultants with	<ul style="list-style-type: none"> - Timely finalisation of manual - Results of testing of manual - Quality of materials (based on feedback from trainees)
2.3.3 Presentation to the Steering Committee of the concepts underlying the programme as well as of monitoring and evaluation techniques	Steering committee members	Regional level	CTA of project	<ul style="list-style-type: none"> - Number of visits to communities - Capacity to adopt a bottom-up approach
2.3.4 Review of local development plans of the three Councils and organisation of exchange visits between local councils that have such plans and those that don't for experience sharing as a basis for cooperation in the North-West region	ILO project team and representatives of the three LCCs Local Councillors	Kumbo, Bali, Wum	ANEMBONG CONSULTS	<ul style="list-style-type: none"> - Integration of concepts underlying the programme into plans - Greater attention of Council members to community needs
2.3.5 Training of the members of the Local Consultative Committees using the adapted version of the LED manual	Members of the LCCs	Regional level	ANEMBONG CONSULTS	<ul style="list-style-type: none"> - Number and quality of workshops - Application of techniques learned in their relations with beneficiaries
2.3.6 Support for advocacy at local, regional and national levels to create an enabling environment for LED initiatives	Steering Committee	Regional level	Alliance of NGOs in governance(CAVOD) Media CHAMECC	<ul style="list-style-type: none"> - Human and financial resources mobilised - Changes in policy and programmes of the State
2.3.7 Training of trainers selected from among the institutions represented in the Local Consultative Committee. (Under Outcome 2.4, these trainers should then develop materials for semi-literate target groups)	Individuals with training skills who are active in development	Kumbo, Bali, Wum	ILO Resource persons	<ul style="list-style-type: none"> - Number of certified trainers - Number and spread of beneficiaries trained by them

Activities	Target groups	Sites	Potential partners	Indicators
Output 2.4 : Individual or collective micro-projects conceived and elaborate by target beneficiaries are funded for execution				
Identify the needs of youths and women who have initiatives for self employment or capable of generating income	Actual and potential victims of Child trafficking, PLWHA, Mbororos	Kumbo, Bali, Wum	Women groups, CIGs, cooperatives, NGOs (IDF, Mboscuda), associations of groups, existing projects, BERIKIDS, SHUMAS	- A need assessment plan is put in place and validated - Number of needs assessment tools developed
Support employment creation initiatives carried out by youths and women in collaboration with project partners by drawing up business plans	Actual and potential victims of Child trafficking, PLWHA, Mbororos	Kumbo, Bali, Wum	Mboscuda, IDF, cooperatives, CIGs	Number of business plans developed
Organize capacity building activities for projects formulation and management	Actual and potential victims of Child trafficking, Mbororos	Kumbo, Bali, Wum	Mboscuda, IDF, cooperatives, CIGs	Number of training sessions and participants within the project period
Identifying and supporting the structures that offer vocational trainings	Identified vocational structures	Kumbo, Bali, Wum and Bamenda	Women empowerment centers, OIC Kumbo, IIC Wum, IDF, Handicraft centre in Bali, BERIKIDS	Identified training centers receiving support
Providing support to institutions which are given assistance to grassroots organs in rural areas by identifying them and their training needs in terms of trainings, finance, etc.	Grassroots organs working in rural areas	Kumbo, Bali, Wum	MINADER, MINEPIA, IDF, Mboscuda, cooperatives	Number of grassroots organizations that have been identified and trained
Mapping out formal and informal financial institutions available in the target areas	Informal and formal financial institutions	Kumbo, Bali, Wum	CAMCULL, Kumbo and Wum cooperatives, Mboscuda	Number of institutions identified, mapping report
Develop a strategy on how to engage with financial institutions	Informal and formal financial institutions	Kumbo, Bali, Wum	CAMCULL, Kumbo and Wum cooperatives, Mboscuda	A strategy paper develop and put in place

Activities	Target groups	Sites	Potential partners	Indicators
Provide technical assistance to financial institutions to pilot new products that are tailored to the project target groups	Identified financial institutions	Kumbo, Bali, Wum	CAMCULL, consultancy firms, IDF	<ul style="list-style-type: none"> - Number of financial institutions provided with technical assistance - Number of products developed
Formulate a financing mechanism to channel financial resources to the target groups	Identified financial institutions	Kumbo, Bali, Wum	Associations of groups, CAMCULL, beneficiaries, identified financial institutions	A mechanism paper in place
Output 2.5: A sustainable strategy for the mobilization of local financial resources is developed and executed				
Define and validate a strategy for local resource mobilization	Local councils, local NGOs, CIGs, beneficiaries	Kumbo, Bali, Wum	CAMCULL, informal institutions, finance cooperatives, women Mboscuda	A strategy paper develop put in place
Training in the mobilization of resources by promoting micro finance, micro credit and local tax payments	Local councils, credit unions, cooperatives, informal financial institutions, business associations	Kumbo, Bali, Wum	Dos, Government technical services, CACULL, Councils, local NGOs, business associations	Number of institutions trained to mobiles resources
Supporting resource mobilization through new and existing micro financial institutions, local tax payments, cooperatives	Local councils, credit unions, cooperatives, informal financial institutions, business associations	Kumbo, Bali, Wum	CAMCULL, Councils, local NGOs, taxation department	See project document

Immediate Objective or Strategic Outcome 3: Girls and boys are protected against trafficking and benefit from equal education, training/professional placement opportunities as well as social protection

Output 3.1: Communities integrate the fight against the worst forms of child labour into their local development plans (LDP)					
Vulgarise law n°2005/015 of 29.12.2005 and other ratified conventions related to the rights of the child	Labour, social affairs, women and family empowerment, vocational training, judiciary, CSOs, communities	National	NGOs and CSOs, Government Technical services, Forces of law and order	- Copies of the laws circulated within the target communities - Number of cases reported on, - Number of children withdrawn	
Lobby and advocacy for text of application of law n°2005/015 of 29.12.2005	MPs, MINAS, Labour, MINEDUB, PM	National	Media churches, Trade unions (CATTU), councils	Availability of the text of application	
Capitalize and disseminate information on best practices (use cartoons)	CSOs, councils	Kumbo, Bali, Wum	Meia councils, churches	- Number of newsletters publications - Number of radio programs produced	
Output 3.2 : Conditions of gender inequality that put girls and boys at risk are addressed					
Identify and train men and boys to champion gender issues within the communities	Councils, CDAS, CSOs, groups (men, women, youth), traditional institutions and leaders, schools,	Kumbo, Bali, Wum	ILO, CATTU, YOP, Mboscuda, WACameroon, MINPROFF, MINAS, councils	Number of workshops organized, number of participants trained, number of men and boys actively involved in the activities	
Train coach and support vulnerable youths, young people on life skills and entrepreneurship	Vulnerable youth	Kumbo, Bali, Wum	YOP, Mboscuda, SIRDEP,	- Number of young people trained, - Percentage of trainers who initiate self reliant activities	

Activities	Target groups	Sites	Potential partners	Indicators
Output 3.3: Boys and girls who are victims of trafficking and their families benefit from all-inclusive measures of withdrawal, rehabilitation and reintegration				
Assess the institutional capacity of the structures in place	COIC, NFF, MBOSCUDA IDF,	3 Councils	Regional Delegations of Labour, Social affairs and SMEs, Consultants	<ul style="list-style-type: none"> - Structures in place - At least 30 children withdrawn and reintegrated from each target area
Develop vocational training in plumbing, mechanics, carpentry, sewing, hairdressing, etc.	Victims, community communicators trainers,	3 Councils	Nkumu Fed Fed, COIC, IDF, Mboscuda, Berikids, SHUMAS, Himalayan Institute	<ul style="list-style-type: none"> - Tool boxes - Number of people trained
Output 3.3: Boys and girls who are victims of trafficking and their families benefit from all-inclusive measures of withdrawal, rehabilitation and reintegration				
Respond to institutional needs: community development officers – sociologists and psychologists, a warden, coordinator and assistant night watch				
Organise training sessions – training of trainers - training on: orientation, classroom exercises and practical lessons, linking children with identified trainers, supervision and follow-up of children in their workshops	Expert in child trafficking Facilitators			<ul style="list-style-type: none"> - Number of people trained
Output 3.4: Girls and boys susceptible to trafficking and their families participate in their integrated prevention, education and employment creation				
Awareness raising using messages and may include flyers, posters, calendars, etc. - elaborate guidelines for developing messages (transporters, intermediaries, parents, children, councils)	Women's groups, Mbororo, Handicapped persons, Young Churches PLWHA, persons, aunts,	3 Councils	Traditional authorities, Councils, Media, NFF, COIC, IDF, MBOSCUDA, Berikids, SHUMAS	<ul style="list-style-type: none"> - at least 20 group leaders trained in each target area

Activities	Target groups	Sites	Potential partners	Indicators
Organise trainings for people in different needs: How to manage their business, record keeping, marketing skills	Paralegal groups	3 Councils		- Training material prepared
Proposal for income generating activities for families - livestock, agriculture, arts and crafts, call box, sewing, embroidery, buying and selling, etc.				
In each neighbourhood, have a vigilance group to “Be my neighbours’ keeper” where community communicators can link to quarter heads and the chief, Ardos or fons for information			Forces of law	

Group 7: Project Governance Structure - Comments and Recommendations

Heading	Terms of Reference	
	Steering Committee	Local Consultative Committee
Objectives	RAS	<ul style="list-style-type: none"> - Parag. 1: project follow up should be referred to project team - Parag. 3: assess and validate the CDP ensuring that the projects are in line with the LED concept, - Parag. 5: ensure the amelioration of planning and management tools of the local economies to be referred to the project team - Parag. 6: assess and validate projects which are submitted to micro-finance enterprises and others for funding - Parag. 7: criteria for project selection should priorities issues of vulnerability
Criteria for selection of members	RAS	<ul style="list-style-type: none"> - List of members shall be constituted by municipal order, visa by SDO
Functioning	<ul style="list-style-type: none"> - Shall exist for the life span of the project (12 months) - Technical issues shall be the domain of the project team under the coordination of the CTP - Steering committee should be flexible enough to ensure the realization of the project objective. However, membership should be fixed - Report and recommendations be submitted to the ILO - The steering committee shall function within the existing mandate. 12 months are not enough to chat a new vision and lay new strategies and mobilize resources and expertise - The issue of counter part needs clarification 	<ul style="list-style-type: none"> - Parag. 4: shall exist for the life span of the project - Parag. 5: stable membership but flexible enough to co-opt resources that could assist in the realization of the project objectives - Committee to sit quarterly, not semester, - Last paragraph needs clarification on the issue of functioning (operational) budget of the LCC.

Terms of Reference	
Heading	Local Consultative Committee
Composition of membership	<p>Steering Committee</p> <ul style="list-style-type: none"> - Representative of government should include regional delegate of MINPMESSA - Organization representing Mbororos should include SODELCO - Include autonomous institutions that ensure the rights and welfare of the masses: <ul style="list-style-type: none"> • NCHRF • Chamber of agriculture • Chamber of commerce - Drop GICAM - Include project coordinator (CTA) <p>Local Consultative Committee</p> <ul style="list-style-type: none"> - Parag.1: the Mayor consult the DO - Parag.5: 1 workers syndicates, 1 organization protecting children rights, 1 organization protecting women rights (replacing socio-professional organization)

2.4. Sequence 4: Workshop evaluation and closing

The technical aspects of the workshop ended with a formal evaluation by participants using a questionnaire. Workshop evaluation was focused on the following elements

- What participants liked most about the workshop
- What participants disliked most during the workshop
- The most important thing that participants learnt during the workshop
- The extent to which the objectives of the workshop were attained
- A rating the different components of the workshop
- An identification of words that best reflect participants' opinion of the workshop
- Participant's comments on the logistics of the workshop
- Suggestions for improvement

Forty-two participants out of the fifty-one turn in the evaluation sheets distributed to them. The overall trend of the final evaluation of the workshop revealed that:

- LED, child trafficking, child labour, gender issues across the project site, were said to have been retained as the most important things from the workshop by participants;
- The workshop objectives were achieved to a great extent;
- Good resource persons were selected for the workshop;
- Discussions during the workshop enriching and enjoyable;
- The quality of the presentations and facilitation were excellent.

Concerns were raised on the quality of documents distributed, the need for these documents to be translated into an appropriate language and the need to ensure the representation of Mbororo in the project governance structures, the short duration of the project life-span and the limitation of project implementation only to three council areas.

After the oral and written evaluation, deliberations of the workshop were formally closed by the Regional Delegate of the Ministry of Employment and Professional Development after words of thanks from the Chief Technical Advisor. In their closing remarks, both the Project Chief Technical Advisor and the Regional Delegate thanked participants for their active participation and promised their availability and collaboration.

OVERALL CONCLUSION AND RECOMMENDATIONS

Results of the workshop reflect the intensive, cordial and frank nature of the discussions. The careful choice and systematic application of context specific participatory tools and techniques proved to be useful in enhancing discussions and debates on key the thematic raised during the workshop.

Present at workshop were categories of project stakeholders (councils, traditional authorities, civil society organisations, regional delegations of decentralised state services, micro-enterprises and micro-finance) who were generally knowledgeable of the Northwest Region, the specific and related issues incorporated into the TC-RAM project. This mastery of the issues was useful in quickly reaching agreements on the nature of problems raised in the diagnostic surveys and linkages with project outputs/products and planned activities.

The presence and support of back-stopping staff from the ILO regional and technical centres (Yaoundé, Turin and Geneva) and consultants of the baseline survey helped in the clarification of obscure questions and commitment of ILO demonstrated through project outputs/products. It is hoped that the willingness to develop credible partnerships for project delivery grows and matures throughout the duration of the project.

The project logframe comprising Goal and Immediate Objectives/outcomes and eleven products/outputs, updated activities and indicators, taken together are consistent with the development needs and priorities of the Northwest Region of Cameroon. This notwithstanding, discussions at the workshop, underscored the short duration of the project in effectively contributing to the alleviation of the depth, breadth and complexity of poverty in the region. In the light of this, they constitute a valid basis and entry point for the ILO to pursue partnership with the government of Cameroon. It may therefore be useful that the project team embarks on discussions with potential partners in order to seek supplementary technical and financial support beyond the current project life-span.

In terms of the sustainability and visibility of project outcomes and processes thereof, participants at the workshop expressed concerns about the need to focus on beneficiaries with concrete actions, development of credible implementation partnerships, the implementation of transparent, accountable mechanisms during project implementation, and regular communication involving the governance structures. In view of the highly politicised terrain of the council areas, concerns were raised about prospects of mixing up politics and development.

Based on the outcomes of the workshop, it is imperative that the TR-RAM project team edits and develops feasible operational work plans, internally in the first place, and then with potential partners of each product/output. Emerging partnerships should be confirmed with specific agreements on the budget estimates and deliverables.

The idea of having a Regional Project Consultative Committee (RPCC) and Local Consultative Committee (PLCC) as governance structures of the project was much welcome by participants of the workshop. Unfortunately the comprehension and subsequent appropriation were problematic during the workshop as the Terms of Reference of these organs were in the French language. Indeed, the project team will need to rapidly address the question of the language of communication on the project as over 90% (if not 100%) of project partners and beneficiaries are predominantly Pidgin or English language speaking. This notwithstanding, it is imperative that the Terms of Reference of the Governance structures included as Annexes 5 and 6 of this report be translated and well explained to the members of each of the committees during their first meeting session.

Annex 1: TOR of the workshop

0 - Date et lieu : du 17 au 19 mars 2009, au Paul VI Memorial Center, Bamenda

I - Contexte et justification

Le Bureau pour l'Afrique Centrale du BIT ambitionne de poursuivre et de consolider son assistance au gouvernement du Cameroun pour la promotion de l'emploi au niveau local dans le but, entre autres, de lutter contre le travail des enfants à travers un projet de Développement Economique Local (DEL) dans les communautés où les enfants sont potentiellement et/ou réellement victimes de trafic.

Grâce au financement par le Programme de coopération des Pays-Bas – BIT (PCPB), le projet de « promotion du travail décent pour la réduction de la pauvreté dans les communautés vulnérables à la traite des enfants au Cameroun » est à pied d'œuvre depuis octobre 2008 dans le Nord Ouest du Pays notamment dans les communes de Wum, Kumbo et Bali. Il s'inscrit dans le cadre de la mise en œuvre du Programme Pays pour le Travail Décent (PPTD) du Cameroun, formulé en mai 2007, et dont l'une des priorités est de générer « des emplois décents pour les jeunes, les femmes et les groupes vulnérables. Les réalisations prévues au titre de cette priorité du PPTD visent notamment l'adoption de mesures concrètes pour la consolidation des acquis des projets IPEC et l'intégration de l'approche DEL dans les Plans de Développement des collectivités locales, suivant une approche intégrant le respect des normes du travail, la protection sociale et le dialogue social en plus de l'intégration de quelques thématiques spécifiques relatives à la lutte contre le trafic des enfants, la lutte contre le VIH Sida, le genre et l'égalité des sexes, la promotion sociale et économique des peuples indigènes.

Il est clair que dans sa philosophie et sa démarche, le projet se situe dans les dynamiques endogènes de développement qui s'appuient sur la décentralisation et la responsabilisation directe des communautés à la base dans les processus de décision et les organes d'exécution.

L'objectif de ce projet est d'atténuer les contraintes économiques qui conduisent à l'exploitation des enfants par la promotion d'un développement local propice à la création d'opportunités d'emploi visant à générer des revenus pour les familles vulnérables dans les collectivités de Bali, Kumbo et Wum.

Les principaux groupes cibles du projet sont :

- i) Les exécutifs communaux et les services techniques décentralisés dont il faudra renforcer les capacités à définir des objectifs clairs et réalistes de développement économique et social à la base, en utilisant prioritairement les ressources locales et dans le cadre d'un partenariat actif entre le secteur privé et les instances administratives d'appui institutionnel et organisationnel ;
- ii) Les familles les plus pauvres dont il faudra renforcer les capacités entrepreneuriales et managériales à initier des activités génératrices de revenus, pour leur permettre de vivre décemment et prévenir le risque de traite des enfants à des fins économiques ;
- iii) Les partenaires d'exécution (les services décentralisés de certains ministères d'intérêt; les organisations non gouvernementales d'appui au développement en activité dans les communes ciblées; les établissements de formation professionnelle; les projets de développement régionaux et locaux; les bureaux de consultants; les institutions de micro finance, les cabinets de services aux entreprises, etc.).

La stratégie globale de mise en œuvre du projet se base principalement sur l'approche du Développement Economique Local (DEL) qui prévoit la participation active des acteurs socio économiques clés des zones identifiées selon des critères bien déterminés. Ce cadre général d'intervention prend en compte tous les outils de travail développés par le BIT pour adresser les besoins des communautés locales. Il s'agit, entre autres, de la planification locale du développement à la base, la promotion des micros et petites entreprises créatrices d'emplois et de revenus, la micro finance, la lutte contre le trafic des enfants, la lutte contre l'exclusion des couches sociales à hauts risques de marginalisation, le développement des compétences des principaux acteurs, le dialogue social à la base pour une intégration inclusive de tous les acteurs.

Pour un meilleur éclairage de la bonne marche de l'exercice susmentionné, le projet a missionné une équipe de consultants locaux pour interroger les sites d'intervention notamment les communes de Wum, Kumbo et Bali sur les thématiques différenciées sous forme d'études, d'enquêtes de terrain et de recherche documentaire. Les rapports de ces études mis à disposition entre le 16 et le 20 février portent sur :

1. Le Genre et le VIH Sida
2. Les peuples Mbororos
3. Le trafic des enfants
4. Le développement économique Local

Il est question, à date, d'examiner les rapports aux fins de formulation de commentaires devant aider les consultants à les finaliser. D'un autre côté, les rapports finalisés devraient servir de substrat à l'atelier de planification stratégique prévu les 17, 18 et 19 Mars 2009. Les études qui ont été faites avant l'installation du projet seront aussi versées dans les outils de travail de l'atelier de planification stratégique. Elles sont au nombre de deux et se rapportent respectivement aux (1) mécanismes de financement des plans de développement locaux des collectivités territoriales décentralisées du Cameroun/Aout 2008 et (2) à un manuel pédagogique d'appui au renforcement des capacités en matière de développement local au Cameroun/Décembre 2008. L'atelier ambitionne dans ses grandes lignes, dans son esprit et ses orientations a une harmonisation conceptuelle des activités sur la base des axes stratégiques admis par les participants.

II - Objectifs de l'atelier de planification

2.1. Objectif général

L'objectif général de l'atelier est de permettre aux participants, et surtout aux représentants des collectivités concernées de s'approprier les objectifs et stratégie d'intervention du projet et de définir, de manière participative, les actions prioritaires sur la base des études thématiques préliminaires réalisées dans les localités ciblées.

2.2. Objectifs spécifiques

Plus spécifiquement, les travaux permettront aux participants de :

- Maîtriser davantage les principes et modes opératoires du développement économique local (DEL) ;
- Valider les résultats des études thématiques réalisées et de mieux identifier les principaux problèmes de développement auxquels sont confrontées les populations ;

- Au regard de ce diagnostic, valider la pertinence des objectifs initiaux du projet et des priorités de développement des localités concernées ;
- Identifier les actions prioritaires à programmer, ainsi que les voies et moyens de les mettre en œuvre ;
- Valider les termes de références des organes de gouvernance participative du projet et au niveau des communautés à la base ;
- Renforcer les mécanismes d'appropriation locale des actions à initier.

III - Résultats attendus

A l'issue de l'atelier :

- Les participants partagent la même compréhension du DEL et de ses exigences opérationnelles
- Les conclusions des études thématiques sont validées pour servir de points de référence des activités futures à mener ;
- Les objectifs et orientations stratégiques du projet sont validés sur une base consensuelle ;
- Les actions prioritaires d'intervention sont identifiées par les bénéficiaires potentiels ou réels du projet ;
- Les rôles et fonctions des organes de gouvernance du projet sont approuvés et les mécanismes de prise en charge durable des actions initiées par le projet identifiés ;
- L'équipe du projet dispose de tous les éléments nécessaires de programmation et de redéploiement des activités sur l'ensemble des sites retenus.

IV - Participants

Une cinquantaine de participants provenant essentiellement des collectivités de Wum, Kumbo et Bali, en plus de représentants de l'administration déconcentrée de la région du Nord Ouest, prendront part à cet atelier de planification stratégique.

Plus concrètement, ils seront identifiés au sein des collectivités décentralisées, des établissements de microfinance (EMF), des services administratifs, des instances de gouvernance traditionnelle, des organisations de la société civile dont les ONG d'appui au développement, des organisations syndicales d'employeurs et de travailleurs, des agences des Nations Unies et autres partenaires internationaux de développement, etc., (voir liste en annexe).

V - Approche méthodologique

Les travaux se dérouleront sous forme de session et feront part aux méthodes participatives de dynamique de groupe.

5.1. Contenu des travaux

- La session n°1 permettra aux participants de s'initier ou de renforcer leurs connaissances en matière de développement économique local tel que conçu et vulgarisé par le BIT pour la promotion de l'emploi au niveau de la base. Cette session aura pour but de doter les participants des pré requis nécessaires à l'analyse des problèmes conformément à la stratégie globale d'intervention du projet;

- La session n°2 sera consacrée à la restitution des résultats des études thématiques préliminaires qui ont visé à établir un diagnostic de base des principaux problèmes de développement et des questions transversales subséquentes relatives au genre, au trafic d'enfants, aux conditions de vie des peuples indigènes, au VIH/SIDA, au financement local, etc. Ainsi, les participants auront l'occasion de juger de la pertinence des problèmes évoqués et des propositions d'actions correctives formulées par les consultants. Mais surtout, les débats devront permettre de renforcer le consensus sur les problèmes prioritaires à considérer et les pistes d'actions possibles en fonctions des potentialités des milieux.
- La session n°3 donnera l'occasion aux participants d'évaluer la pertinence des objectifs initiaux du projet au regard des éléments de diagnostic réalisé par les consultants, mais aussi sur la base de leurs propres connaissances de leur milieu respectif. Cet exercice leur permettra également d'identifier et de proposer les actions concrètes à mener, ainsi que les partenariats et les ressources à mobiliser.
- La session n°4 sera consacrée à la validation des termes de référence des différents organes de gouvernance à mettre en place au titre du projet. A savoir, le comité de pilotage et les comités consultatifs au niveau des communautés de base. Ce sera le moment de les amener à réfléchir sur le processus d'appropriation des actions initiées par le projet, mais surtout de leur durabilité après le projet.
- Une session 5 sera réservée à la capitalisation des principales conclusions des travaux et à l'évaluation pédagogique de l'atelier.

5.2. Animation pédagogique

L'animation pédagogique de l'atelier sera assurée par un(e) consultant(e) assez expérimenté(e) maîtrisant les méthodes andragogiques et la problématique du développement à la base. Il ou elle doit être capable d'amener tous les participants à participer activement aux divers travaux, particulièrement lors des débats. Il ou elle assurera la préparation du rapport final de l'atelier sur la base d'un contrat signé avec le projet.

Il est attendu que l'atelier bénéficie de l'appui technique et pédagogique du Centre de Turin, du Siège et du Bureau sous régional.

5.3. Dossier pédagogique

Il sera mis à la disposition de chaque participant, un kit pédagogique contenant au minimum :

- Un résumé exécutif par étude thématique d'une page au plus énonçant les grandes conclusions, les problèmes les plus saillants et les approches préconisées pour solutionner les problèmes.
- Une plaquette du projet en deux versions (Anglais et Français)
- Le contenu et les termes de référence des travaux de groupe
- Les termes de référence des unités de gouvernance du projet

Annex 2: Workshop Programme and Agenda

Horaires	Activités	Responsables
Lundi, 16 mars 2009		
Toute la journée	<ul style="list-style-type: none"> - Arrivée, accueil et installation des participants - Préparation matérielle et pédagogique de l'atelier 	Equipe du projet Equipe pédagogique (CTP, Experts, Centre de Turin, Projet NIPC, BSR)
Mardi, 17 mars 2009		
08h00 – 09h00	Inscription et installation des participants à l'atelier	Equipe du projet
09h00 – 09h30	Accueil et installation des invités	Equipe du projet
09h30 – 10h30	Cérémonies officielles d'ouverture <ul style="list-style-type: none"> - Présentation du programme - Mot d'accueil par le CTP du projet - Discours de la représentante du Centre International de Turin - Discours du Représentant de la Directrice du BSR de l'OIT - Discours d'ouverture par le Gouverneur de la Province du Nord-ouest 	Protocole
10h30 – 11h00	Cocktail de bienvenue	Equipe du projet
11h00 – 11h30	<ul style="list-style-type: none"> - Présentation des participants - Organisation des travaux - Présentation des objectifs et du cadrage méthodologique de l'atelier 	CTP et modérateur
11h30 – 13h00	Session 1 : Introduction au Développement économique local (DEL) <ul style="list-style-type: none"> • World Café (45 min) <ul style="list-style-type: none"> - Mots clés que vous associez au DEL - Résultats attendus d'une bonne initiative DEL (suivi d'une discussion) • Exposé (45 Min) 	Asha D'souza
13h00 – 14h30	Pause déjeuner	Equipe du projet
14h30 – 15h30	Session 2: Restitution des résultats de l'étude sur le DEL	Modérateur et consultant
15h30 – 16h30	Session 2 : Restitution des résultats de l'étude sur la lutte contre le travail des enfants	Modérateur et consultant
16h30-17h00	Pause détente	Equipe du projet

Horaires	Activités	Responsables
17h00 – 18h00	Session 2 : Restitution des résultats de l'étude sur le Genre et le VIH/SIDA	Modérateur et consultant
Mercredi, 18 mars 2009		
08h30 – 08h45	Rappel de la journée 17 Mars	Modérateur
08h45 – 09h45	Session 2 : Restitution des résultats de l'étude sur les Peuples Indigènes	Modérateur /Consultant
09h45 – 10h45	Session 2 : Restitution des résultats de l'étude sur les mécanismes de financement des plans de développement local au Cameroun	Modérateur et consultant
10h45 – 11h00	Pause café	Equipe du projet
11h30 – 12h30	Session 3 : Travaux de groupes - Constitution de 6 groupes de travail - Présentation des TDR des groupes	Modérateur et Equipe du projet
12h30 – 13h	Session 3 : Suite des travaux de groupes	Présidents des groupes
13h00 – 14h30	Pause déjeuner	Equipe du projet
14h30 – 16h00	Session 3 : Suite des travaux de groupes	Présidents des groupes
16h00 – 17h30	Session 3 : Plénière des travaux de groupes (Restitutions)	Modérateur Présidents des groupes
Jeudi, 19 mars 2009		
08h30 – 09h00	Rappel de la journée du 18 Mars	Modérateur
09h00 – 10h30	Session 3 : Plénière des travaux de groupes (Restitutions)	Présidents des groupes
10h30 – 10h45	Pause café	Equipe du projet
10h45 – 11h45	Session 3 : Plénière des travaux de groupes (Restitutions)	Modérateur Présidents des groupes
11h45 - 13h00	Session 4 : Validation des termes de référence des organes de gouvernance	Modérateur
13h00 - 14h30	Pause déjeuner	Equipe du projet
14h30 – 16h00	Session 5 : Principales conclusions de l'atelier et évaluation de performances	Modérateur
16h00 – 16h30	Cérémonies de clôture de l'atelier	Protocole

Annex 3: Speeches

Discours de M. Abakar AHAMAT, Gouverneur de la Région du Nord-Ouest

Monsieur le représentant de la Directrice du Bureau Sous-Régional de l'OIT pour l'Afrique Centrale

Monsieur le délégué régional du Travail et de la Sécurité Sociale,

Monsieur le délégué régional de l'Emploi et de la Formation Professionnelle

Mesdames et Messieurs les représentants des Ministères sectoriels

Messieurs les Maires de Kumbo, Bali et Wum,

Messieurs les autorités traditionnelles,

Mesdames et Messieurs les représentants des Organisations nationales et internationales

Chers Partenaires,

Distingués Invités,

C'est un réel plaisir et un honneur pour moi de procéder devant cet auguste assemblé à l'ouverture de l'atelier de planification stratégique des activités du projet TC-RAM « Promotion du travail décent pour la réduction de la pauvreté dans les communautés vulnérables à la traite des enfants au Cameroun ». Je salue vous tous qui avez répondu à notre invitation et ce malgré les nombreuses sollicitations et vos obligations professionnelles. Vous avez opté de venir rehausser de votre présence le démarrage de cette activité dont l'importance ne peut laisser personne indifférente.

En effet la traite des enfants, la marginalisation des communautés Mbororos, la propagation du VIH/SIDA, les inégalités de genre et la pauvreté sont autant de vulnérabilités que le BIT, dans ses interventions, tente de réduire voire d'éradiquer.

Le phénomène de la traite des enfants a pris ces derniers temps une telle ampleur dans notre région, de manière que nos jeunes filles et garçons continuent de perdre leurs possibilités d'éducation scolaire et de développement socio-économique. Bien pires, ces enfants sont exposés à toute une série de risques de détérioration physique et mentale, d'infection au VIH/SIDA, de violence sexuelle, de grossesses non désirées et de maternité précoce lorsqu'il s'agit des jeunes filles.

S'appuyant sur les conventions qu'il a ratifiées (principalement la convention 182 sur les pires formes de travail des enfants et la convention 138 sur l'âge minimum), notre Pays a également souscrit au processus en promulguant la loi n° 2005/015 du 29 Décembre 2005, relative à la lutte contre le trafic et la traite des enfants et d'autres textes réglementaires.

Cependant, même si la loi existe déjà, le plus gros du travail reste à faire. Des associations locales et des organisations internationales ont lancé des programmes et projets auxquels s'ajoute celui du Bureau International du Travail. Ce projet s'inscrit dans l'amplification des impacts des projets LUTRENA et WACAP, mis en œuvre ces dernières années.

Le gouvernement camerounais, ayant pris conscience de l'ampleur des impacts liés à la traite des enfants, a pris l'engagement de déployer tous ses efforts et de solliciter ses partenaires en vue d'organiser une riposte d'envergure. Joignant les actes à la parole, plusieurs initiatives sont en cours de mise en œuvre.

S'agissant du travail et de la traite des enfants, je peux citer :

- La réforme du système de sécurité sociale visant à étendre sa couverture à plus de 80% de la population ;
- Le soutien constant aux organisations œuvrant dans la lutte contre le travail des enfants au niveau local ;

Pour ce qui est de la promotion de l'emploi :

- Le redéploiement du Fonds National de l'Emploi (FNE) ;
- La mise en œuvre du Programme d'Appui à la Jeunesse Rurale et Urbaine (PAJER-U) et du Projet Intégré d'Appui aux Acteurs du Secteur Informel (PIAASI) ;
- Les bourses de formation professionnelle du Ministère de l'Emploi et de la Formation Professionnelle.

Pour ce qui est de l'appui au développement local :

- La mise en œuvre d'un ensemble de programme dont principalement, le Programme National de Développement participatif (PNDP) et le Projet d'Appui au Développement Communautaire (PADC) ;
- Le processus de décentralisation en cours visant à accroître le rôle des communes dans le développement local.

Ce projet du Bureau International du Travail (BIT) dont la cérémonie de lancement a eu lieu le 10 Février 2009 ici à Bamenda, n'a d'autres objectifs que d'apporter les compétences techniques que lui confère son mandat en vue de contribuer à la mise en œuvre de la Convention 182.

Je voudrais donc renouveler solennellement les remerciements du gouvernement camerounais au BIT et au gouvernement des Pays-Bas pour leur ferme engagement à mettre à notre disposition les compétences techniques et les moyens nécessaires pour mettre un terme à l'un des plus grands défis de notre temps qu'est la traite des enfants.

Distingués invités ;

Mesdames, Messieurs ;

Votre venue ici marque non seulement l'estime que vous portez aux œuvres menées dans la lutte contre la traite des enfants mais aussi, votre engagement pour faire progresser la cause du développement pour tous dans la région du Nord-Ouest, et dans les villes de Bali, Kumbo, Wum en particulier.

Quant à la teneur du présent atelier, je suis conscient que c'est un moment important dans la mise en œuvre de ce projet et c'est pour cette raison que j'ai tenu absolument à y être présent. C'est un exercice de planification stratégique participative très intéressant que le gouvernement camerounais ne peut qu'encourager pour une véritable appropriation du processus par les groupes cibles. Il constitue également une réelle opportunité pour les maires des collectivités concernées.

L'objectif général ainsi que les objectifs spécifiques de cet atelier nous ont été clairement définis, l'heure est maintenant à l'action. Les actions à mettre en œuvre doivent être définies

avec justesse, mais aussi avec une forte détermination. Il sera nécessaire d'envisager des actions de nature à éviter des chevauchements et le double emploi en se basant sur les mandats et les compétences dévolus à chaque intervenant.

Ce projet du BIT met un accent tout particulier sur un certain nombre d'options visant à fois d'élargir les opportunités de formation pour les enfants victimes de la traite et à la mise en œuvre des mécanismes d'une intégration durable dans le circuit du travail décent. Pour ce faire, toute action à envisager doit s'inscrire dans le cadre stratégique de lutte et de réduction de la pauvreté qui offre des alternatives en termes d'amélioration des conditions de vie des catégories de la population les plus défavorisées vulnérables à la traite ou victimes et en termes de transmission de savoir faire.

Dans ce contexte, une réflexion devrait être approfondie pour promouvoir des activités génératrices de revenus à travers la création des micro-entreprises, des coopératives en vue de faciliter la réintégration socioéconomique des enfants en passe de devenir adultes. Nous sommes également appelé à échanger sur la composition, les missions et le fonctionnement des structures de gouvernance du projet que sont :

- Le comité de pilotage au niveau régional et
- Les comités consultatifs au niveau local.

Distingués invités ;

Mesdames, Messieurs ;

Le présent atelier vous donne l'occasion de réunir vos expériences et vos réflexions pendant ces trois jours sur les différentes options proposées, et de dégager les activités les mieux propices et efficaces pour notre région. Il est essentiel qu'à l'issue des travaux de cet atelier on puisse disposer d'un outil contenant des priorités d'action clarifiant le partage des rôles et des responsabilités en vue de la mise en œuvre du projet.

Avant de terminer je voudrais formuler une fois de plus les vœux que vos travaux et débats soient constructifs et aboutissent à une planification stratégique susceptible de répondre aux attentes de tous les partenaires et aux besoins de tous les jeunes en général et des enfants victimes de la traite ou vulnérables en particulier.

Aussi devons-nous remercier tous les participants aux travaux de cet atelier, pour avoir répondu à cette invitation et leur souhaitons bon travail.

C'est sur ces mots que je souhaite plein succès à vos travaux et déclare ouvert les travaux de cet atelier de planification stratégique du projet « Promotion du travail décent pour la réduction de la pauvreté dans les communautés vulnérables à la traite des enfants au Cameroun ».

Je vous remercie

Discours de M. Touré CHEAKA, Représentant de la Directrice du Bureau Sous-Régional de l'OIT pour l'Afrique Centrale

**Discours de Mme Coumba DIOP, Représentant le Centre International de Formation
de l'OIT de Turin**

Annex 4: Summaries of Diagnostic Surveys

CHILD LABOUR AND CHILD TRAFFICKING

I - Relevance of the study

A rapid diagnostic study based on a participatory action – research has been carried out in Bali, Wum and Kumbo council areas of the North West Region (Cameroon) that aims at putting at the disposal of the project data information in view of helping them take decisions and build up appropriate and sustainable strategies and interventions capable of supporting communities in the project areas to fight against child trafficking through the provision of decent jobs and as a way of fighting poverty.

II - Main problems identified

Attention was paid to whether there is effective displacement and exploitation even if the transfer can operate in a much smaller framework such as within a council area or subdivision. The understanding of the notion of exploitation within the study zones is not exactly that of the international community. The people cannot understand how labour which is a very vital aspect of grooming the child to fit in his/her society (father to son trades, mother to girls' trades, and the tradition of entrustment) should suddenly become a practice to be eradicated because it falls within the worst forms of child labour classified and targeted for elimination. It was a cultural arrangement which was valorised because it was a normal and salutary communal act of solidarity. That is why it is very common practice not only to meet masters who want to show their largesse and goodwill to help others rise to see the sun but also children who pride themselves to serve as willing, humble and obedient servants as a duty to show their gratefulness and thankfulness to their 'benefactors'. The problem is how has a 'good' and mutually benefiting traditional practice become 'bad' and targeted by law.

Child trafficking remains a not – to – well – known phenomenon in the North West Region and in Bali, Wum and Kumbo study zones. Tradition comes in to cause more confusion in the minds of the respondents (placement and entrustments of one's child to other families for care, education and upbringing). The line of demarcation between child work and child labour becomes very slim thereby making it very difficult to be able to pass from one to the other with ease.

Concerning the reasons/risks factors creating vulnerability to child labour it must be noted that the council areas selected are supply zones even though the potential is there to use and are effectively transit zones. Supplier zones offer and reception zones demand. And when supply and demand meet in the context of poverty the deal is concluded with much alacrity. This business turns around a network which links up parents who yield their children for laughable sums of money, to intermediaries assigned to escort the child and place them with employers who use/exploit their labour. The child is doubly exploited because the three actors deprive him/her of the salary there by jeopardising his/her life forever. Automatically they become more of a liability to themselves, their families and communities than assets. Moral, socio-economic, family/personal, cultural/historical, social, gender causes are recognised not forgetting porous borders with neighbouring Nigeria, school drop-outs, weak legal and regulatory, poor access to information and lack of birth certificates (legal documents) are conditions which promote the spread of child trafficking/labour in the project zones.

In addition to these conditions that characterise the field situation one can mention:

- A poor knowledge of the phenomenon: No precise follow up of its evolution;
- Absence of field studies: hardly any documents dealing with child labour by giving it an exact description; no quantitative survey yet;
- A weak sensitisation for a proper social mobilisation of vital forces against the phenomenon despite existing law;
- A weak informational exchange system, networking and monitoring. (inexistent mechanism of follow up)

Moreover, in the absence of statistics the number of potential children beneficiaries of the project (victim and vulnerable/is estimated at 30000).

The worst forms of child labour identified in the project area are summarised as follows and by order of priority/importance:

- Domestic servants/work
- Barmaids
- Petty trading/hawkers
- Cracking of concrete (quarries)
- Farming
- Prostitution/sex workers

Main statements:

- Generally, we note that the children are trafficked mostly due to **ignorance** of the parents and the children themselves.
- Poverty and the economic situation of the parents constitute one of the major causes of child labour.
- The law related to the phenomenon is not well known by almost all the actors of the project zone one top official said “I don’t know about the law, less about the implementation”.
- The profile of children trafficked and vulnerable children is known:
- These children are both female and male but mostly female. Their level of education stops at the primary school stage. They generally come from the periphery of the councils. Majority of these children are orphans, but a good number still have their parents.
- The parents are mostly farmers. They mostly come from polygamous families with numerous siblings average 6.
- A three level mechanism at the community, council and regional levels to automatically detect and alert child trafficking was suggested by the actors and elaborated by the research team.
- The culture of entrustment, the pride to be served by a willing and humble domestic servant has helped to perpetuate the phenomenon of child trafficking and has positively changed its damaging nature.
- Child rights in general are not respected, and are not even known by most of the actors.

III - Proposed solutions

Approach to be used: Participative right based and child centered approach to be used for effective and sustainable results.

Legal actions: Vulgarise the Law no 2005/015 of 29th December 2005 on the fight against child trafficking and slavery in Cameroon to all the actors of the project. Vulgarize all the international conventions ratified by Cameroon in relation to the rights of the child, the ILO convention No 182 and the convention on the elimination of all forms of discrimination towards women (CEDAW) in order to create a favorable environment towards the progressive elimination of the trafficking of persons in Cameroon.

Put in place concrete actions

- Promote the creation of village, council and regional mechanisms in the project zone and render them functional, involving all the children, victims , parents, and other actors engaged in the defense of human rights, international organizations

- Support the elaboration of well concerted community, council and regional plans of action to fight against child trafficking in the project zone with the active participation of all the actors.
- Reinforce the institutional, technical and financial capacities of CSO in the fight against child trafficking.
- Reinforce the economic capacities of parents through income generating activity and small loans.

Organise advocacy activities

Advocacy shall be done so as to create an environment conducive to the reduction and prevention of child labour and promote education and the application of policies or legislation on the subject.

Sensitisation, education and training

Organize community, communal and regional awareness raising campaigns, on the issue of trafficking of children and women.

- At the level of primary schools and youth groups, organise preventive activities on child trafficking with the active participation of children by way of drama, songs, dance, sports, speeches and debates.
- Train community leaders to avoid manipulations that push the vulnerable to fall into the hands of traffickers.
- Train paralegal staff and the Police to work in communities to assist victims of child trafficking. Provide adequate training for police officers so that they become sensitive to the flow of trafficking, explain to them the causes of trafficking, the way the traffickers organise themselves to operate, the profile of victims and traffickers, the ways of identifying and investigating legal and social implications of the problem in the project area.

LOCAL ECONOMIC DEVELOPMENT

I - Relevance of the study

The diagnostic study of LED within the localities of Kumbo, Wum and Bali constitutes basic knowledge of the potentials within target communities of the TC-RAM project. The general objective was to carry out a socio-economic diagnostic of the above-mentioned localities with emphasis on the competitive nature of the zone in relation to neighbouring regions and even the entire country. The results of the study should boost existing dynamic self-development and facilitate the putting in place of coherent LED strategies that would eradicate certain forms of vulnerability amongst which: child trafficking, marginalization of Mbororos communities, gender inequality and the spread of HIV/AIDS.

II - Main problems identified

Data collection and analysis showed that all three localities possess enormous potentials which are hardly valorized. Some problems are common to all the three councils and they face difficulties of diverse nature. The major problems faced are the following:

- The informal sector in all three areas is big and continues to hide the true unemployment situation. Young people, educated and uneducated jump in to anything that can bring income. The commercial motor bikes for example have engaged thousands of young people in the council areas; a clear sign of the level of unemployment in these areas.
- The target areas have educational institutions for general and technical education. But what is clear is that the educational institutions are poorly equipped and lack basic infrastructure. Kumbo has two medical institutes that train nurses and midwives, Wum has a vocational training centre – COIC.
- Medical facilities in all the councils are concentrated in the urban centres, poor road networks and cost continues to prohibit rural people from accessing the full benefits of modern medicine.
- The labour market is not well developed. The official source of information is the government department of Labour. This department is supposed to record those unemployed and also receive information from potential employers on openings. This hardly happens making labour market information difficult. This prevails everywhere; hence there are minimal differences between the councils under study.
- The issue of child labour is real but remains a debatable issue as people cannot distinguish between training and child labour, especially for families that are very poor. Many of these children move out to cities to help relatives or are sent to work as a means of getting money for a future trade.
- All the areas are culturally rich and have good natural tourist attractions. But these resources are not exploited and the tourism sector remains non-lucrative. Although some tourists do visit the areas yearly especially during the traditional dance period 'Iela'. Hotel facilities in the areas are poor and of the existing hotels are below standard.
- Living standards are low, given that many of the people depend on agriculture. The agricultural produce is perishable which forces sales during harvest periods and the income of the farmer unstable.
- With low living standards and lack of employment opportunities many young people migrate out of the council areas. Some move from the rural parts to the urban as others leave the urban centres to bigger towns like Bamenda and beyond. The migratory pattern makes all council areas net population losers.
- Access to capital is a serious problem in all the areas especially for women and poor people. However, there are financial systems in all the councils that meet the needs and exigencies of different classes of people. Found in all three is the thrift and loan system called njangi. This

financial transaction system makes it possible for poor people to access to money for business or social commitments. There are other possibilities such revolving funds schemes and cheaper loans such as the WINHECAM scheme.

- There are financial houses that give loans to their varied customers, but again women and the vulnerable have little access. In Bali for example of loans given by BACCUL in 2006 only 26% loan receipts were women, looking at the situation in terms of volume women received only 23 %. Again in the same institution loans to agriculture was the lowest and this is the area were women can easily enter the main stream economy. Mbororo generally are not involved in the sector, in Wum the hardly take loans and in Bali there is none in the biggest financial institution – BACCUL. The main financial houses are small MFIs and it is only in Kumbo where there is a full fledged commercial bank.
- The councils are suffering from drop in revenue especially external revenue from FEICOM. Since 2007, councils have not attracted foreign donor money. While money is slow coming in, it flows out through traders who continue to buy manufactures goods from beyond the council areas.

III - Proposed solutions

Bali, Kumbo and Wum are all councils with similar features. They operate within the laws, and limited powers of councils to take major policy reforms that affect the overall economy. The main stakeholders are the same. The individuals and their effectiveness may be different but their roles and interests remain the same. In all previous LED strategies – Mbengwi, Wum, Tubah, Batibo, Kumbo these stakeholders have been identified as having the same roles/interests. The study is very important for the elaboration of LED in councils but much still has to be done to meet the specific challenges of each council, which has been buried in their similarities.

- Building capacities of the various stakeholders to handle their roles and meet their interests in LED.
- Improving the road infrastructure connecting the region, especially the tarring of the ring road. Wum Council will benefit most from road improvements to neighbouring areas as it is the worst served with roads among the three.
- Spreading of basic facilities like electricity, potable water and other social services to the hinterlands as a means of making such areas attractive to people and businesses.
- Revitalising the technical education sub-sector so that students are properly trained and can be practical after schooling.
- The government should facilitate the process of importing special inputs to the sector such as semen needed for improvement of our local livestock breed.
- Obnoxious and ubiquitous farmer-grazer problems should be solved through a proper and well-planned and executed land use planning exercise. This should be done scientifically including consideration of the ground water conditions, cultural and social structure of the various grazing areas in the region. This is a particular concern for the Wum council which has suffered numerous conflicts between grazers and farmers during which crops, animals and even human lives were lost.
- Improvement in security for business and tourists.
- Despite all the difficulties, there are still some possibilities that within the agriculture value can be added to farmers' produce and increase income; more detailed and precise work has to be done in each of the domains. To impact the lives of the poor and vulnerable people, it is good to strengthen the production base of agriculture and introduce processing and marketing packages depending on the different councils.
- Promotion of pasture improvement schemes especially for the communities of Bali and Wum.

- Financial means (as loans) should be provided through projects like the NFF revolving scheme, the CBCHB WINHECAM system or as loan guarantees in viable MFIs.
- The issue of commercial bikes is everywhere and it has swollen the ranks of the informal sector. Most of the riders are not registered as commercial transporters. Hence it is a new source of employment in all three councils.

GENDER AND HIV/AIDS

I - Relevance of the study

Kumbo, Wum and Bali are Divisional and Sub- Divisional headquarters in the North West Region in Cameroon, with great socio-economic potentials that can be exploited for the development of the communities. The population of these communities is dynamic, with their major economic activities being agriculture and trading.

However, these communities equally face the challenges of combating HIV/AIDS, which is at a high rate among their population. Since 2004, the North West Region has been the region with the highest HIV/AIDS prevalence rate in Cameroon. Within the region, Kumbo, Wum and Bali are among the highly hit communities, with Bali topping the list in the region.

This situation is however being enhanced in the communities through their adherence to certain socio-cultural practices that increases the vulnerability of the population to the pandemic. The impacts of these socio-cultural practices are more on women than men, since most of them are discriminatory in nature. Also, the high level of gender inequality existing in these communities has a huge effect on women's empowerment.

This report is therefore a presentation of the gender and HIV/AIDS situation within the communities of Kumbo, Wum and Bali. Following is a summary presentation of these analyses.

II - Main problems identified

This analysis shows that gender inequalities exist within these communities and are fueled by socio-cultural factors which are, discriminatory cultural and religious practices, as well as discriminatory taboos and stereotypes, against women. Also, there are economic factors such as women's limited access to resources and political factors, related to the lack of decision making power among women. The effects of these inequalities on women were identified as follows:

- Low self esteem
- Low household income levels,
- Increased poverty/poor living standards,
- Reduction in farm output,
- Increased divorce rates,
- Poor quality care and educational standards for children
- Vulnerability to child trafficking, HIV/AIDS and STDs.

Analysis of Women's Income Generating Activities:

The analysis of women's income generating activities showed that women are more involved in farming and petty trading and the major constraint they face in business, stems from the inequalities in their communities. The major limitations posed by these cultural inequalities on women's business are their limited access to land and credit. Other constraints faced by women in business include:

- Limited capacity
- Limited access to technology
- Limited diversity in economic activities
- Inter-tribal conflicts over agricultural land
- Farmer-grazier conflicts
- Poor farm to market roads
- Limited access to finance

In spite of these limitations face by women in business, women in these communities are increasingly getting involved in business as a means of livelihood as well as a means for their empowerment. In this light, a majority of the women are involved in women CIGs, through which they share their experiences and build their capacities not only in the domain of business, but equally in the domain of their socio-political empowerment. Consequently, through capacity building in women's associations, women within these communities are increasingly getting involved in decision making, as politicians and community leaders. Today for example, women are members in the village traditional councils, as well as mayors in the municipal councils.

Analysis of HIV/AIDS Situation

Analysis in this domain showed that there is considerable awareness on the existence of the virus, although some people still perceive it as an imaginary disease.

In terms of prevalence, the rate was high for women than men, with the youth coming next. Among professional groups, teachers were the most infected. The risk factors contributing to this prevalence rate were identified as follow:

- Religion
- Urbanisation
- Rural exodus
- Poverty
- Concurrent partners
- Rate of divorce
- Stereotypes on condom use
- Polygamy
- Widow inheritance
- Cultural festival
- Tradi practitioners

The major risk zones included:

- Barbing/hairdressing saloons
- Shrines/temples of tradi-practitioners
- Bars/off-licenses
- Video clubs
- Funeral compound
- Ceremonial grounds
- Hospitals
- School

III - Proposed solutions

Financing women's income generating activities: Following the constraints faced by women's informal financial institutions and the fact that in all the communities women have taken initiatives to improve on their businesses capital (agriculture and trading) through the creation of women's cooperatives, it is therefore appropriate to finance women's income generating activities through these cooperatives. It should be noted that in all the communities, these cooperatives are a union of several women CIGs, e.g the Wum Business Women Savings and Loan Cooperative has a membership of seventy-two CIGS, the Bali Humble Women's Cooperative has a membership of 25 CIGs and the Kumbo Business women Cooperative has 150 CIGs.

Financing these cooperatives will therefore mean reaching out to a large number of women, proper management of loans, improved business management for women, proper follow up etc. Note should however be taken when giving out the loans to ensure that the groups that are benefiting, are functional groups. Also, there is need to carry out an assessment of the cooperatives to understand their mode of operation, their achievements, the problems they face etc. before financing them.

It should be noted that all these cooperatives are politically motivated and in the case of Bali for example the cooperative is highly used as a political instrument than an instrument for women's economic empowerment. In this light, the president of the cooperative confessed of using her personal money to register CIGs, pay consultants to develop project proposals for funding, buy and stock women's farm produce etc, so that the women will support her achieve her political ambitions of becoming a parliamentarian.

In order to finance these cooperatives, loans should be channelled through a micro finance institution (preferably the credit union since, since they are found in all these communities, have flexible loan procedures, are mostly used by women etc) for proper management. Measures should equally be taken to ensure women's success in business (through capacity building and follow up), so as to guarantee loan repayment and sustainability of women's financing.

STRATEGIES TO REDUCE THE SOCIO-ECONOMIC IMPACT OF HIV/AIDS:

i) Education/sensitisation on HIV/AIDS: In order to reduce the socio-economic effects of HIV/AIDS, there is need to reduce the spread of the disease, through education/sensitisation.

ii) Appropriate care: The quality of care given to infected persons should be in such a way as to avoid further contamination, as well as keep the patient psychologically and physically strong to carry out his/her normal day to day activities. This will reduce the financial strain and stress on family members, as well as sustain productivity and development

iii) Micro -enterprise development for Persons Living with HIV/AIDS: It is equally important to support PLWHA with loans to enable them carry out income generating activities that will enable them buy their drugs as well as feed well, to stay strong. This support is due to the fact that, most often these persons have limited finances because they spend a lot on their health (transportation cost for follow up, drugs etc).

THE MBORORO SOCIAL GROUP

The project entitled the *Poverty Reduction in Communities Vulnerable to Child Trafficking through the Promotion of Decent Work in the Republic of Cameroon* seeks to contribute to alleviating the negative effects of child trafficking by creating income generating and employment opportunities. Due to their denigration, vulnerability to accessing basic social services, lifestyles gyrating around cattle rearing and recurrent conflicts with native populations, the Mbororo constitute an important target group of the TC-RAM project. As start-up requirements, the current support mission set out to develop a **Reference Framework** for enhancing the socio-economic integration of the Mbororo beyond the traditional value of cattle.

Data was generated from desk analyses of available documents. Field visits were undertaken to project sites during which Focused Group Discussions (FGD) were organized with key informants on the thematic issues raised. The thematic issues included though limited to, social organization, development interventions, micro-finance mechanisms, livelihood opportunities, conflicts, relations with local population, etc. In carrying out the support mission, links were also maintained with the project team which enabled us to participate in the official launching of the project at Bamenda.

Evidence generated from both literature and the field reveals that the Mbororo of the Northwest Region of Cameroon continue to face socio-political pressures manifested by encroachments of crop cultivation into traditional dry season grazing areas, transformation of pasturelands into ranches and/or agro-industrial plantations, denigration, intimidation, threats and extortion. Though livestock remain the life-wire of livelihoods options, there has been gradual shift from mixed to single livestock types especially cattle, decreasing sizes of cattle, the increasing prevalence of Mbororo without cattle, and recurrent conflicts with native populations. In adapting to this context, the bulk of the Mbororo are adopting livelihoods strategies which permit them and their cattle to barely survive. A majority of them have changed and continue to change their lifestyles by engaging in crop production, taking up herding contracts as *gainako* for the destitute, taking up business enterprises, etc. This notwithstanding, many Mbororo households still continue to do business as usual which expose them to extortion, threats and intimidation especially when their cattle stray into cereal farms (maize and rice) of native populations. Recently, socio-political conflicts have emerged amongst the Mbororo being fueled by differences and interpretation of approaches of their self determination. Albeit the negative overtones of these conflicts, they should constitute stimulus for reflections on a regional land use plan for the Northwest Region.

Apart from MBOSCUA, very few development-oriented organizations currently work for and with the Mbororo. This situation is compounded by the fact the development of the Mbororo is still defined in terms of their complete abandonment of transhumant lifestyles. Delivering on these terms and conditions has had little impacts on the livelihoods of the Mbororo considering that the social and institutional arrangements have not often been incorporated into the overall framework for action. In this context, the key attraction to permanent settlement for a majority of the Mbororo is the hope for secured land rights rather than benefits from improved cattle husbandry.

Though the current support mission has developed evidence only from three administrative divisions of the Northwest Region, (Bali in Mezam Division, Wum in Menchum Division and Kumbo in Bui Division), the conclusions and recommendations have implications for the Mbororo of the entire Northwest Region. It is hoped that the TC-RAM project will adopt a result-chain approach as basis for instilling community-driven development planning and implementation for the Mbororo and their communities.

MECHANISMS FOR FINANCING LOCAL DEVELOPMENT PLANS

This objective of the study was to find ways and means to identify both traditional and alternative mechanisms for mobilizing financial resources from small but diverse communities in Cameroon. The purpose is to provide municipal executive, the know how on the mobilization of financial resources, showing how communities can respond effectively to emergencies and sustainable development and social demands that are addressed, as well as the various terms and margins maneuver.

The approach used for the study was based on documentary research and data collection in a sample of 10 councils. The interviews and (some collection and processing) statistics collected were needed to improve the analysis.

Sources of funding identified.

On analysis, it emerges from multiple approaches to financing and the most promising avenue for mobilizing resources for sustainable and viable management is rather on the side of the multiplicity of specialized solutions of a globalization than that of the public investment. The mobilization mechanisms vary according to the sources of financing:

- The councils financing resources is obtained from: taxes at the local level including prominently the additional communal cents (they represent over 80% of revenue in certain municipalities); non-tax revenues consist of product areas and various fees. The mobilization of these resources is largely dependent on the level of equipment and institutional capacity of each municipality. Thus, the more there is public equipment and good management, the more, there will be revenue, and therefore less will be great insecurity of communal institutions and the difficulty in fulfilling its role in promoting local development;
- Funding of the State are in essence: from resource sharing of the proceeds of taxation, contributions under the Public Investment Budget (PIB), the project interventions and support programs decentralization (PNDP), guidance in the development and implementation of contracts for cities, the achievements of the road fund and the institutional strengthening of FEICOM. These funds are determined following an arbitration (carried out by ministries and agencies involved) between the different needs across the country. Apart from the funding process of FEICOM, which municipalities have discretion as to the wording of the request, other contributions may not mostly be compatible with the development priorities of the people (Ex. of BIP). Furthermore, almost all of these resources are not included in the budgets and administrative accounts of councils;
- For contributions of donors and development partners, the mission has identified key initiatives driven by multilateral and bilateral cooperation (HIPC, PDUE, PACDDU, C2D, PADDL/GTZ, etc.) as well as the devices support of some international NGOs such as SNV, the IRCOD and CASO. With few exceptions, investments in care are not necessarily those that are considered priorities by the municipalities. The projects fall under the planning policy defined by the state and in this case, municipalities are simply relay to the national policy, or they correspond to the priorities of donors and in this light, municipalities are "territories" where it invests. Obviously, because of the lack of local infrastructure, municipalities are still "grabs" of these programs under external initiatives;
- As far as alternative mechanisms for resource mobilization, it is important to note that outside the official sphere of the state, donors and development partners, communities mobilize more resources to finance their development through: the partnerships with the private sector, working with people, the elite and the diaspora, and the mobilization of national NGOs; inter-communal solidarity and decentralized cooperation.

The strategic problems

In general, resources are mainly based on the CAC, which constitute the first. This creates a situation of risk due to this excessive length, the uncivil tax payers and other problems:

☞ National limitations

- There is no real communication of existing texts and legal loopholes to provide places of often contradictory interpretations in the field;
- At this stage, local taxation does not allow for the empowerment of councils with regards to investment and sometimes for their operation. It is too complex, expensive and quite limited. A large portion of the taxes collected by municipalities is negligible and difficult to recover. This result is a weak and irregular collection of revenue;
- The lack of collaboration between council and taxation department ;
- The ubiquitous tax services in the tax chain have a negative influence on the flexibility of councils already limited by the inability to create and collect new taxes;
- The absence of a “local civil service” limits the possibilities of municipalities to provide relevant human capacity;
- The lack of public administration in the mobilization of resources.
- The unequal distribution of rights and revenues in the management of natural resources.

☞ Councils' internal limitations

- The pile of development plans which reflect a lack of vision of their own development by several municipalities;
- Deficiencies in management.
- Low absorption capacity due to insufficient capacity in programming and execution of investments.
- The lack of an effective strategy for optimizing and securing revenues;
- Difficult access to financial markets.
- The weakness of the local economy;
- The influence of the political game. In order not to jeopardize the chances of the mayor in the forthcoming elections, municipal recipients avoid exerting tremendous pressure on certain obligations;
- The heavy indebtedness of councils;
- The low level of communication. The lack of internal and external communication is common in the councils.

☞ Other limitations

- The management of CAT by the FEICOM remains very opaque. There are no mechanisms that allow municipalities to provide what they are entitled to expect;
- The complexity of procedures and red tape in the mobilization of HIPC resources, PIB, FEICOM, TFP, etc..
- The difficulty of financial institutions in developing products tailored to the councils.

Proposed solutions

To pass the challenge of achieving finance local development plans and contribute to a harmonious development of population, municipalities must adopt a strategy based on a number of specific objectives to be achieved:

- Optimize and secure municipal revenue;
- Controlling expenses;
- Valorize natural resources and promote the municipal patrimony,

- Promote projects under the BIP and the HIPC initiative,
- Develop an effective partnership with local and national stakeholders;
- Develop an effective partnership with international partners;
- Ensure the marketing community.

Annex 5: Terms of Reference of Project Local Consultative Committee (LCC) (Wum, Kumbo et Bali)

Context

Within the framework of its priority interventions, the ILO decided to support the government of Cameroon in promoting decent work in order to reduce poverty within communities that are vulnerable to child trafficking in Cameroon thanks to funds from the Dutch Cooperation programme.

The objective of the project is to reduce economic constraints that favour child exploitation through the promotion of a development that fosters the creation of job opportunities that aim at generating income for vulnerable families within the North-West region. The localities involved are Bali, Kumbo and Wum.

The target groups of this initiative are:

- I. Communal executives and the decentralized technical services whose capacities will have to be built to define clear and realistic basic economic and social development by first using the local resources and this within the framework of an active partnership between the private sector and institutional and organisational administrative support authorities;
- II. Very poor families whose entrepreneurial and managerial capacities will be built to initiate income-generating activities in order to enable them live decently and prevent the risk of child trafficking for economic purposes;
- III. Execution partners (decentralized services of certain ministries of interest; development-oriented non-governmental organizations working in the target councils; vocational training institutions; local and regional development projects; consultancy bureaus; micro finance institutions, companies, etc).
- IV. Women groups, associations, cooperatives as well as IMFs working for the economic and social promotion of the woman.

Generally speaking, the implementation strategic approach of the project is that of Local Economic Development which envisages the active participation of key socio economic actors within the identified zones according to well defined criteria. This general framework of intervention takes into account all the work tools developed by the ILO to address the needs of the local communities. It involves, *inter alia*, local development plans at grassroots - the promotion of the micro and small enterprises which generate employment and income - micro finance - the fight against child trafficking - the fight against social exclusion in favour of a social stratum with high risks of marginalisation – capacity building of main actors; social dialogue at the base for an inclusive integration of all the actors.

Objectives of the local consultative committees

General objective.

The general objective of the local consultative committee is to help out with the appropriate political, social, technical and administrative running of the project at the level of the target localities.

The specific objectives are:

- To reinforce strategic thinking on problems of economic development for a better efficiency and impact of the project in the localities;
- To facilitate the implementation of project activities and to monitor it daily;
- To help improve on the economic and social conditions women;
- To develop CDPs which integrate the themes of the project for complementary purposes;
- To tailor the project activities with the local development operations of the project
- To improve on grassroots planning tools and local abilities with regards to planning and managing the local economy;
- To carry out advocacy at the level of microfinance establishments to grant loans to local business men especially the most vulnerable groups such as women whose children are victims of trafficking;
- To ensure the participation of vulnerable groups and Mbororos communities in the local economic development process.

Membership of the local consultative committees

The local consultative committees will be chaired by the mayors of each locality. The mayor can delegate a person of his choice to represent him and/or to replace him where and when necessary. The members of the local consultative committees are officially designated by municipal ordinance.

Members of the steering committee:

- Come from the public and private sectors as well as the community;
- Come from women associations or institutions working for the economic and social promotion of the woman;
- Have a relationship with the problems of the project;
- Bring in information from the institutions and organizations that they represent;
- Seek solutions for the smooth running of project activities;
- Represent an interest group with respect to the problems of the project;
- Have sufficient authority to engage the institutions and the organizations which they represent in the facilitation of project activities

Composition of the local consultative committees

- Municipal authorities (3): The Mayor and 2 councilors to be responsible for LED and the fight against child trafficking respectively. Ideally, these councilors should be women.

- Administrative authorities: (2) representatives of DSS designated by the mayors and in consultation with the senior Divisional Officer and the Governor of the North West region.
- Traditional chiefs; (2) The Fon of the village and 1 Ardo of Mbororo community.
- Local businessmen: (2) 1 Microfinance establishment and 1 local micro-enterprise (co-operative).
- Civil society: (3) 1 representative of council workers' trade union and 2 NGOs on the fight against child labour or a training socio-professional integration institution.
- Women organizations (6) they could be cooperatives, associations, circle of friends, etc.

A local consultative committee is not :	A local consultative committee is :
<ul style="list-style-type: none"> - A technical committee - A consultative or advisory body - Does not replace already existing governing organs in localities where they exist. In this regard, mayors can tailor the local consultative committees to suit these already existing organs - Is not permanent - Is flexible in its composition and its issues - Is not limited to short-term actions - Does not count on the technical support of only one institution or organization - Is not composed of representatives from only one sector 	<ul style="list-style-type: none"> - A platform of negotiation among actors - A mechanism of assistance in decision making which is able to transform agreements into action - Makes it possible for institutions to work together and to create partnerships - Exists as long as it is necessary to solve the problem - Sufficiently flexible to include new actors and related issues - Prepares mid and long term visions and transforms them into strategies - Mobilizes expertise and resources from a wide possible range of institutions - has an intersectorial composition including at least 30% of the women - Is a local counterpart of the project - Is a contribution of locals in the implementation of project activities

FUNCTIONING OF LOCAL CONSULTATIVE COMMITTEES

The local consultative committees shall meet, at least twice a year according to a calendar agreed upon with the TCRAM project, the steering committee and the strategic partners. The committee could exceptionally meet within the contexts of preparatory and/or monitoring missions, of urgency due to an event or upon the intentional invitation of the mayor or the Governor of the North West region, who should be the president of the project steering committee..

The project will facilitate the official installation of the local consultative committees as well as the choice of the strategic directions.

The operational budget of the committee is drawn by its members. The project does not have a budget line for the functioning of local consultative committees because they are considered to be a contribution of the beneficiary localities to the project.

Annex 6: Terms of Reference of Project steering Committee (RCC)

Context

Within the framework of its priority interventions, the ILO decided to support the government of Cameroon in promoting decent work in order to reduce poverty within communities that are vulnerable to child trafficking in Cameroon thanks to funds from the Dutch Cooperation programme.

The objective of the project is to reduce economic constraints that favour child exploitation through the promotion of a development that fosters the creation of job opportunities that aim at generating income for vulnerable families within the North-West region. The localities involved are Bali, Kumbo and Wum.

The target groups of this initiative are:

- I. Communal executives and the decentralized technical services whose capacities will have to be built to define clear and realistic basic economic and social development by first using the local resources and this within the framework of an active partnership between the private sector and institutional and organisational administrative support authorities;
- II. Very poor families whose entrepreneurial and managerial capacities will be built to initiate income-generating activities in order to enable them live decently and prevent the risk of child trafficking for economic purposes;
- III. Execution partners (decentralized services of certain ministries of interest; development-oriented non-governmental organizations working in the target councils; vocational training institutions; local and regional development projects; consultancy bureaus; micro finance institutions, companies, etc).
- IV. Women groups, associations, co-operatives as well as IMFs working for the economic and social promotion of the woman.

Generally speaking, the implementation strategic approach of the project is that of Local Economic Development which envisages the active participation of key socio economic actors within the identified zones according to well defined criteria. This general framework of intervention takes into account all the work tools developed by the ILO to address the needs of the local communities. It involves, *inter alia*, local development plans at grassroots - the promotion of the micro and small enterprises which generate employment and income - micro finance - the fight against child trafficking - the fight against social exclusion in favour of a social stratum with high risks of marginalisation – capacity building of main actors; social dialogue at the base for an inclusive integration of all the actors.

Objectives of the steering committee

General objective.

The general objective of the Steering committee is to help out with the appropriate political, social, technical and administrative running of the project.

Specific objectives.

1. To define the priorities, strategic directions, to facilitate the current comprehension of the project in the North-West

2. To take care to ensure the social experimentation of logics Kind and Equality of the Sexes in the implementation, the follow-up and the evaluation of the project
3. To ensure the anchoring of the project with the national strategic priorities, such as defined in the DSRP II under development and the Millenium for Development Objectives (OMD) and in agreement with the results of UNDAF;
4. To facilitate the interaction procedures among the various parties involved in the project
5. To facilitate the evaluation procedures and the resolution of the possible conflicts during the implementation of project activities

Membership of the Steering committee

The Steering committee, chaired by the Governor of the North-West region will serve as a facilitation body, monitoring and intermediary organ between the various parties. The Governor can delegate a person of his choice to represent him where and when absent.

Members of the steering committee:

- Come from the public and private sectors as well as the community;
- Come from women associations or institutions working for the economic and social promotion of the woman;
- Have a relationship with the problems of the project;
- Bring in information from the institutions and organizations that they represent;
- Seek solutions for the smooth running of project activities;
- Represent an interest group with respect to the problems of the project;
- Have sufficient authority to engage the institutions and the organizations which they represent in the facilitation of project activities

A Steering Committee is not :	A Steering Committee is :
<ul style="list-style-type: none"> - A technical committee - A consultative or advisory bodyl - Does not replace existing institutions - Is not permanent 	<ul style="list-style-type: none"> - A platform of negotiation among actors - A mechanism of assistance in decision making which is able to transform agreements into action - Makes it possible for institutions to work together and to create partnerships - Exists as long as it is necessary to solve the problem

<ul style="list-style-type: none"> - Is flexible in its composition and its issues - Ps not limited to short-term actions - does not count on the technical support of one institution only - Is not composed of representatives from only one sector 	<ul style="list-style-type: none"> - Sufficiently flexible to include new actors and related problems - Prepares mid and long term visions and transforms them into strategies - Mobilizes expertise and resources from a wide possible range of institutions - has an intersectorial composition including at least 20% of the women - Is a national counterpart - Is a contribution of nationals in the implementation of project activities
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The Steering Committee comprises :

CATEGORY	NO.	QUALITY
Government and decentralized services	3	The Governor of the North-west region
		The regional delegate of employment and vocational training
		The regional delegate of labour and social security
Agencies of the United Nations	2	The local representative of UNICEF
		The local representative of UNDP
Project partner	1	The representative of the Netherlands Embassy
Mayors of the project target councils	3	Mayor of Bali
		Mayor of Kumbo
		Mayor of Wum
Active EMFs in the zone	1	The Executive Director of CAMCCUL
Civil society organisations	3	IDF
		NKUMU FED FED
		MBOSCUDA
Trade unions	2	FENTEDCAM
		CATTU
Employer organisations	1	GICAM
Representative of NGOs working within the project zone	1	The president will invite a national NGO depending on the agenda of each steering committee meeting,
Representatives of women associations	6	In the North-West region of Cameroon
Total	23	

1. The steering committee will meet each semester upon the convocation of its president or his duly designated representative
2. The committee could exceptionally meet within the contexts of preparatory and/or monitoring missions, of urgency due to an event or upon the intentional invitation of its president, the Governor of the North West region.
3. The secretariat of the steering committee meetings will be the responsibility of the project team under the coordination of the project CTA.

Annex 7: Results of the final evaluation of the workshop

1. WHAT DID YOU LIKE MOST ABOUT THE WORKSHOP? (ONLY ONE IDEA)

Most liked	Votes	%
Facilitation/expertise of the moderator	7	15,9
Participation	5	11,3
Participatory approach	4	9
Professionalism	3	6,7
The group work and presentations	2	4,4
Presentations	1	2,3
The facts presented	1	2,3
The depth of the field covered and the knowledge of the presenters on burning issues of the projects	1	2,3
The enormous experiences shared	1	2,3
The World café	1	2,3
Free communication	1	2,3
The participatory nature of discussions alongside the frankness in the deliberations	1	2,3
The interaction and concise nature of assigning tasks	1	2,3
Analytical and attentive spirit of the participants	1	2,3
Information sharing	1	2,3
The quality of debate	1	2,3
Took care of the problems in society	1	2,3
Economic empowerment and development	1	2,3
The general concept of the fight against rural poverty	1	2,3
The fight against child trafficking	1	2,3
Not long from now, child trafficking/abuse will be controlled	1	2,3
Target groups of the project	1	2,3
The emphasis lead on the targeted groups	1	2,3
The atmosphere, conducive environment	1	2,3
Program of workshop	1	2,3
The sustainability of ILO	1	2,3
No comment	2	4,4
Total	44	100

2. WHAT DID YOU DISLIKE MOST?

Most disliked	Votes	%
No Answer	12	27,2
Time management	6	13,7
Disturbance/lack of concentration from some participants (cell phones)	4	9
All the working documents in French	3	6,7
Limited time	2	4,4
Unnecessary verbal interventions/repetitions of issues already discussed	2	4,4
Three days were insufficient for many more ideas	1	2,3
All questions could not be taken	1	2,3

The issue that all the ideas and issues could not be resolved on the spot	1	2,3
Working and closing late in the evening	1	2,3
Influence of French language	1	2,3
Openings formalities in French	1	2,3
The representation is too little as compared to the vastness of the region	1	2,3
All the partners concern were not well represented (items of the number to draw up the strategy)	1	2,3
The idea of the council for taking part in the Local Committee as member	1	2,3
Self interest of some participants	1	2,3
Individuals struggling to think more of personal interest than the general objective	1	2,3
The venue of the meeting	1	2,3
Disposition of participants in the hall	1	2,3
Kitchen	1	2,3
The kitchen did not take care of Muslim meat	1	2,3
Total	44	100

3. BRIEFLY INDICATE THE THREE MOST IMPORTANT THINGS YOU LEARNED?

Most important things	Number	%
LED (concept/study/ the role of councils)	19	17
The suitability of LED in any plan	1	
Child labour & Child trafficking in the sites	17	15,2
Ways of preventing child trafficking	3	2,7
Law on child trafficking	2	1,8
Gender issues in the sites	13	11,6
The situation of the Mbororos	3	2,7
Issue of vulnerable people	1	0,9
The difference between Mbororos and the Wum people who for long have never agreed	1	0,9
The need to involve all sectors of the vulnerable target groups	1	0,9
Mechanism for financing local development plan	6	5,3
HIV/AIDS issues in the sites	5	4,5
Good facilitation	1	0,9
Project process and goals	2	1,8
Better understanding of the project	1	0,9
Prioritization of activities	2	1,8
Project planning	1	0,9
Coming out with results of findings	1	0,9
The sensitive nature of child trafficking and difficulty to have a clear cut line	1	0,9
The functioning of councils	1	0,9
How to do proper strategic planning	1	0,9
Importance of considering local councils for sustainable development	1	0,9
TC-RAM project concept and logic	2	1,8
The sustainability of the project	1	0,9
The importance of integrating people in decision making particularly with issues related to them	1	0,9

Content of baseline surveys	1	0,9
Participatory validation of baseline studies	2	1,8
The high production from groups	1	0,9
Networking	2	1,8
Harmonization of project objectives/activities and indicators	2	1,8
Learn about ILO, development, increased knowledge	1	0,9
Lack of data hampers development	1	0,9
Learned to review projects with all stakeholders	1	0,9
The elaborateness of the project	1	0,9
Participation of Trade Unions and Employer organizations to Steering Committee	1	0,9
How presentations are done	2	1,8
Contacts made	1	0,9
Time management	1	0,9
New organization that I could work with	1	0,9
How to apply certain techniques for the smooth running of our organization	1	0,9
How to solve the problems of our members by directing them to certain areas	1	0,9
The proper method of sharing ideas in a workshop	1	0,9
Team work can lead to success	1	0,9
The depth of the plight of certain disadvantaged groups in Cameroon	1	0,9
No answer	1	0,9
Total	112	100

4. TO WHAT EXTENT DID THE WORKSHOP ACHIEVE ITS OBJECTIVES (Please tick as appropriate)

	Objective	Fully	To a great extent	To some extent	Not at all	No answer	Total
1	Clarify concepts of LED, Gender, Child Trafficking, vulnerable groups	13	23	4	0	2	42
2	Participatory validation of the baseline studies carried out under the project	13	19	8	1	1	42
3	Define the strategic orientation of the project	12	23	6	0	1	42
4	Agree on activities, target groups and indicators for the following year	14	16	9	2	1	42
5	Validate the TOR of the Steering and Consultative Committees	11	23	7	0	1	42
6	Identify suitable partners in each council area	12	21	5	2	2	42

5. PLEASE RATE THE FOLLOWING ASPECTS OF THE WORKSHOP:

		Excellent	Good	Fair	Poor	No answer	Total
1	The quality of participants and their interventions?	27	13	1	0	1	42
2	The quality of facilitation?	34	8	0	0	0	42
3	The quality of presentations?	25	15	1	0	1	42
4	Results of group work?	15	26	1	0	0	42
5	Documents distributed	1	17	16	6	2	42

6. CIRCLE FIVE WORDS THAT BEST REFLECT YOUR OPINION OF THE WORKSHOP

Words	Votes	%
Good resource persons	36	18
Enriching	32	16
Enjoyable	22	11
Well-organized	22	11
Good for networking	19	9,5
Efficient	14	7
Clear	13	6,5
Pleasant	12	6
No time management	11	5,5
Had language problems	9	4,5
Few contacts made	9	4,5
Nothing new	1	0,5
Boring	0	0
Waste of time	0	0
Confusing	0	0
Total	200	100

7. PLEASE COMMENT ON THE LOGISTICS

Logistics	Comments	Number related
Accessibility of the venue	OK / Good	18
	Too far	4
	Far out of town but conducive for workshop	3
	Good place for concentration and learning even though far	2
	Poor	2
	Good though far from town	1
	Not accessible to those who are not lodged	1
	Not accessible but convenient	1
	No comments	10
	Total	42

Allowance given	OK / Good	6	
	Fair	6	
	Could be better	2	
	Not enough for resident participants	3	
	Very small for a productive workshop	3	
	Not sufficient	3	
	Not fair to give per diem only to people out of town. Everybody contributed something	3	
	Very small for those from Bamenda	1	
	Three days paid instead of four	1	
	Poor	1	
	No comments	13	
	Total	42	
	Food	OK / Good (Quality & quantity)	37
		Poor	1
Fowls should be slaughtered by a Muslim		1	
Fair		1	
No comments		2	
Total		42	
Lodging	No comments	29	
	OK/Good	10	
	Fair	1	
	Not very fine	2	
	Total	42	

8. WHAT SUGGESTIONS DO YOU HAVE FOR IMPROVEMENT?

- ☞ More time be allocated next time (6)
- ☞ Better time management (3)
- ☞ Adequate time should be allocated to enable participants finish on time.
- ☞ Limit number of daily presentations
- ☞ There is need to have all documents translated into English and intervention from project team should be in English.(2)
- ☞ Future documentation should be written in English (2)
- ☞ Working documents, program, etc. should be in English
- ☞ English being the main language of the project target areas, as much as possible, supporting pedagogic or other project documents should be in English to permit for proper understanding by participants.
- ☞ The moderator should make a brief summary each time in French or English as appropriate
- ☞ Major documents were in French with no translations
- ☞ Critical analysis of the output of the workshop by the project team to ensure coherence and clarity of activities especially on the logframe
- ☞ All presentations should be made available before the final discussions.
- ☞ Clear and detail hand-outs be made available
- ☞ Sufficient hand-outs to be distributed prior to workshop
- ☞ A proper selection of participants with a consideration of topics to be treated in mind
- ☞ Number of participants should be reduced for more contributions and less noise

- ☞ No changes to the plans you have used to organize this workshop
- ☞ Add allowance for people
- ☞ Next time, everybody should have per diem, transport and lodging (2)
- ☞ Treat all participants on the same basis to ensure full commitment
- ☞ More accessible site (3)
- ☞ A venue nearer to the town be chosen
- ☞ More central venue for every one
- ☞ Reports of the Workshop to be shared as soon as possible for follow up and good planning
- ☞ The execution should be fast because there is too much child trafficking in the region
- ☞ Sociological representation at the local committee
- ☞ Reduce conditions for vulnerable groups in having access to loans
- ☞ More training for the beneficiaries
- ☞ The project should be extended to other council areas in the region
- ☞ Hope that what has been proposed to sustain this project be maintained
- ☞ More seminars to follow up the subject of the project
- ☞ The sustainability of ILO

Annex 8: List of Workshop Participants

No	NAME	INSTITUTION	TEL	EMAIL	SEX
COUNCILS					
1	Gama Hycenth	Wum Rural Council	77 40 99 45	gamahycenth@yahoo.com	M
2	Nchia Chrysantus	Kumbo Urban Council	75 15 25 05	kuctobin@yahoo.com	M
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4	Dighambong Anthony	Wum Rural Council	99 87 64 22	dighambong@yahoo.com	M
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NGOs					
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