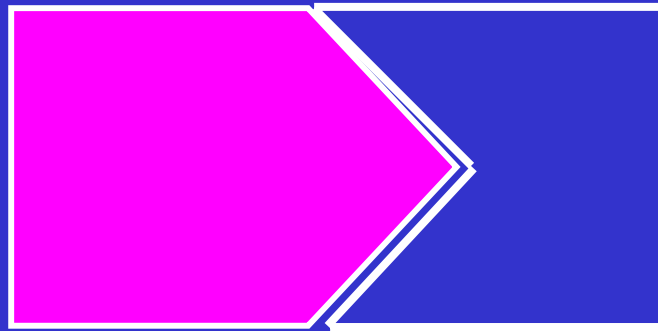


# A PLANNER'S GUIDE TO ACTION PLANNING

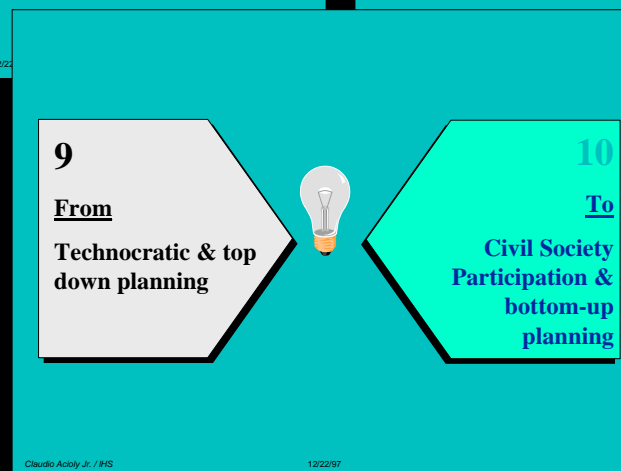
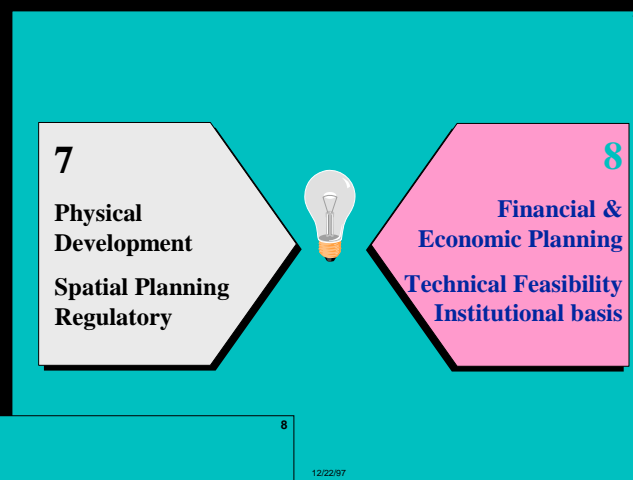
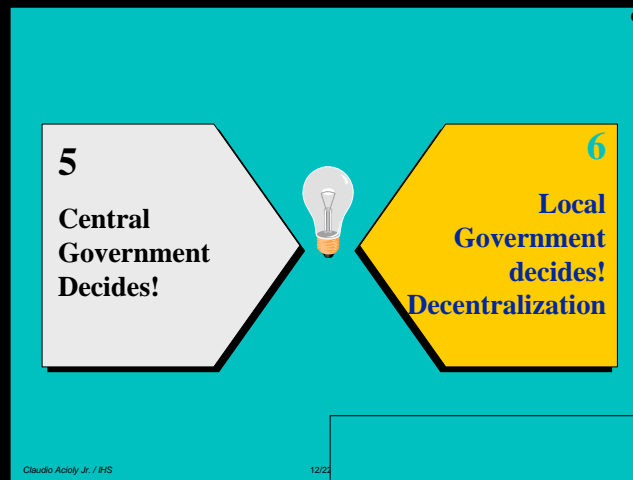
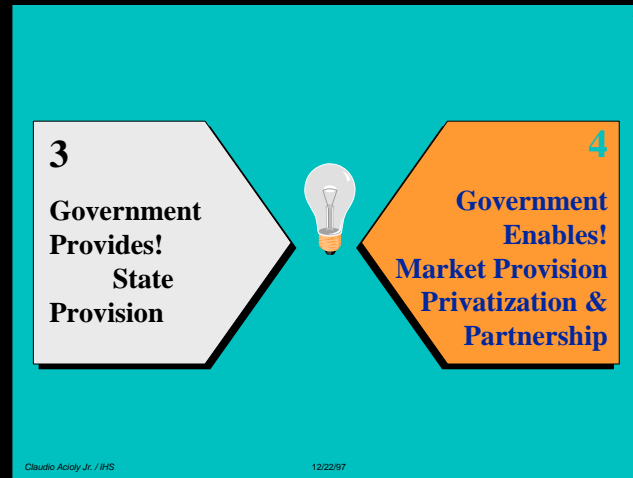
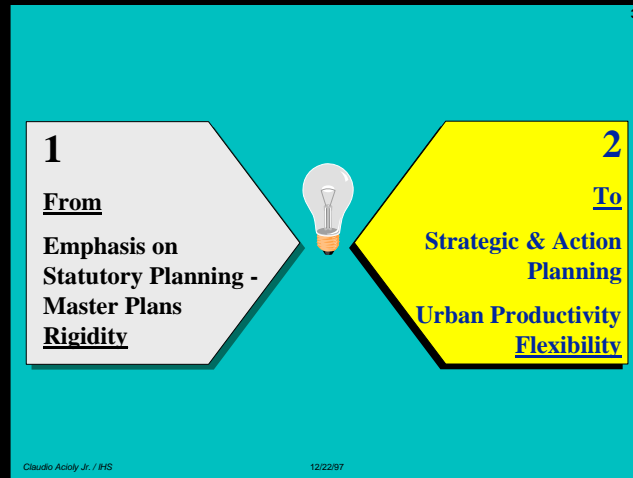


Methodology developed by the staff of the Institute for Housing and Urban Development Studies - IHS, The Netherlands. It draws from the work of Pal Baross (1991); Forbes Davidson (1989,1995); Bep Fritschi, Monique Peltenburg, Hans Teerlink, Harry Mengers, Carley Penink (1995); Claudio Acioly Jr. (1996) and others; it also draws from the work of Goethert and Hamdi (1988).

# 1.

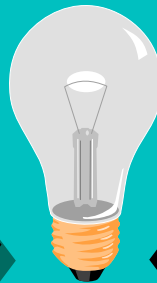
**Changing the way we  
think and work in cities.**

**Paradigm change affecting cities and the way  
we plan and manage them.**



**1****From**

**Emphasis on  
Statutory Planning -  
Master Plans  
Rigidity**

**2****To**

**Strategic & Action  
Planning  
Urban Productivity  
Flexibility**

3

**Government  
Provides!  
State  
Provision**



4

**Government  
Enables!  
Market Provision  
Privatization &  
Partnership**

**5**

**Central  
Government  
Decides!**

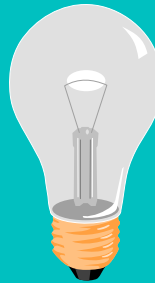
**6**

**Local  
Government  
decides!  
Decentralization**

**7**

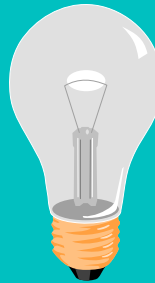
**Physical  
Development**

**Spatial Planning  
Regulatory**

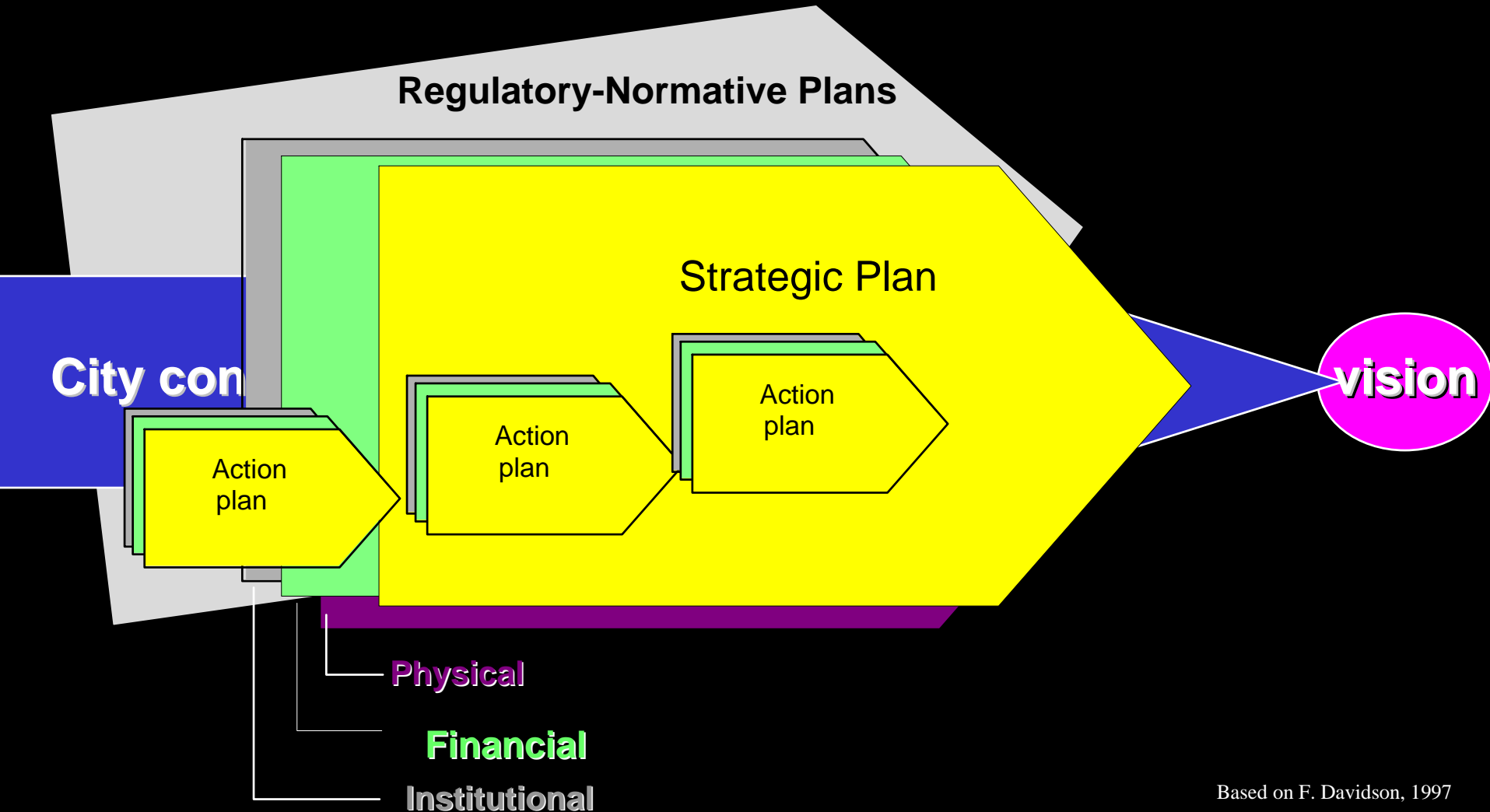
**8**

**Financial &  
Economic Planning**

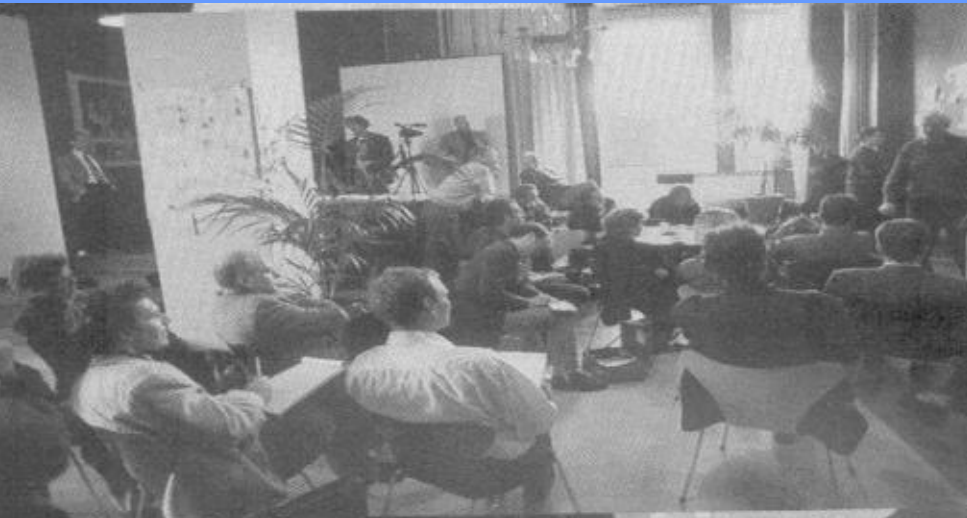
**Technical Feasibility  
Institutional basis**

**9****From****Technocratic & top  
down planning****10****To****Civil Society  
Participation &  
bottom-up  
planning**

# Relationship regulatory/statutory - normative plans and city- development strategies



# Envisioning the Future of Rotterdam



## Creative Inventory in Arnhem's strategic planning process



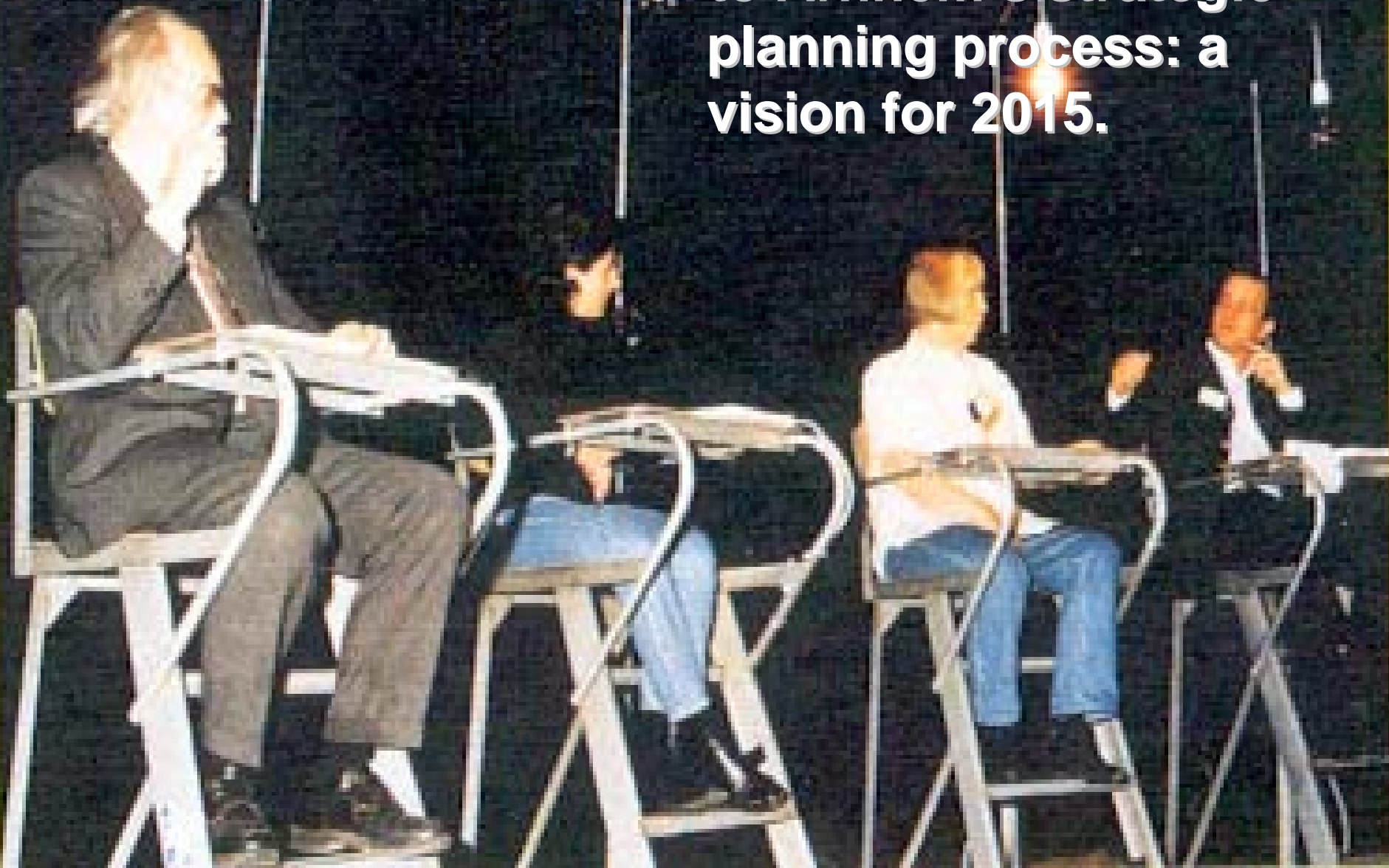
Resident handing in her  
views for “Arnhem 2015”.



**Citizen consultation:  
Developing a common  
vision and a strategic  
vision for Arnhem  
2015**



**Creative Inventory &  
public debate in support  
to Arnhem's strategic  
planning process: a  
vision for 2015.**





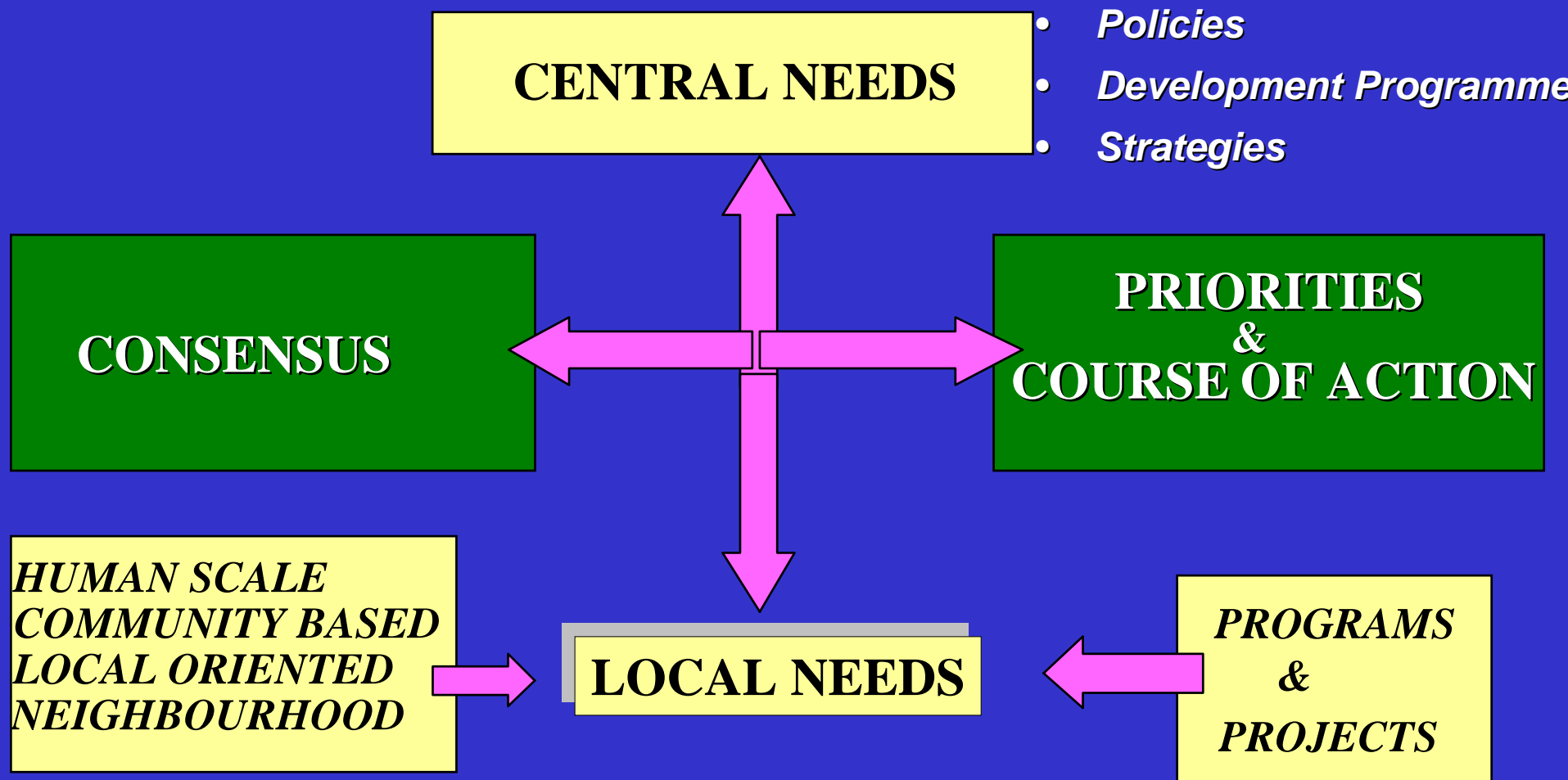
# 2.

**Action Planning: a bottom-up problem-solving oriented approach**

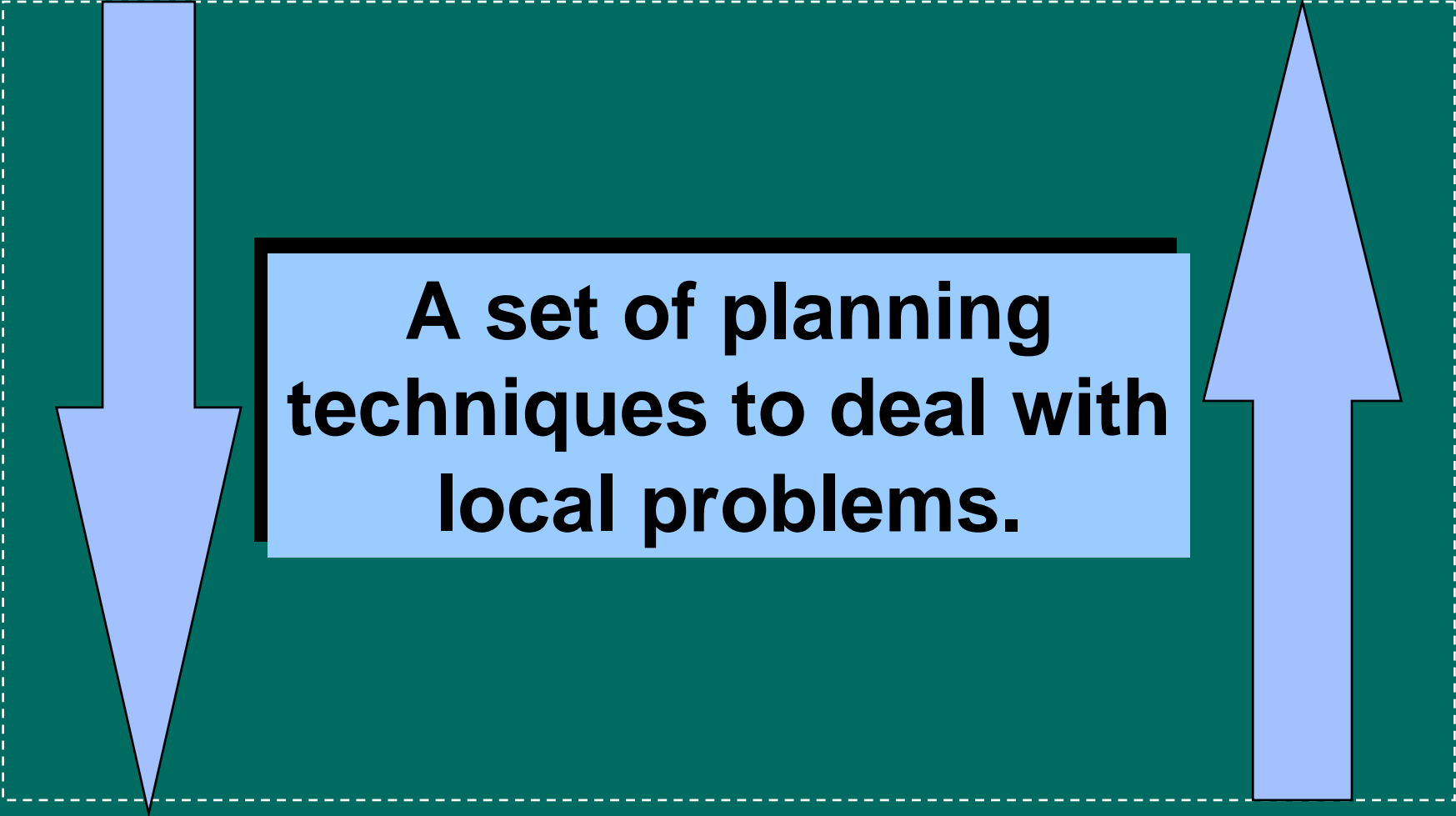
**Focusing on local problems.**

# AN APPROACH TO NEIGHBOURHOOD DEVELOPMENT PLANNING

## TO BUILD LINKAGES



# ACTION PLANNING

A diagram illustrating the concept of Action Planning. It features a central light blue rectangular box with a thick black border containing the text "A set of planning techniques to deal with local problems." This box is flanked by two large, light blue arrows. The arrow on the left points downwards, and the arrow on the right points upwards. The entire composition is enclosed within a dashed white rectangular border.

**A set of planning  
techniques to deal with  
local problems.**

# **ACTION PLANNING**

- **Clarifies complexities of problems and their solutions thereafter**
- **Problem solving oriented right from the start**
- **Pragmatic and leads to concrete actions**
- **Builds legitimacy and ownership of all actors**
- **Focused on prioritized problems & objectives**
- **Participatory and mutually learning**

# ACTION PLANNING

Mechanisms to discover **complexities** and nature of **local problems** to be resolved along the implementation of the planning process.

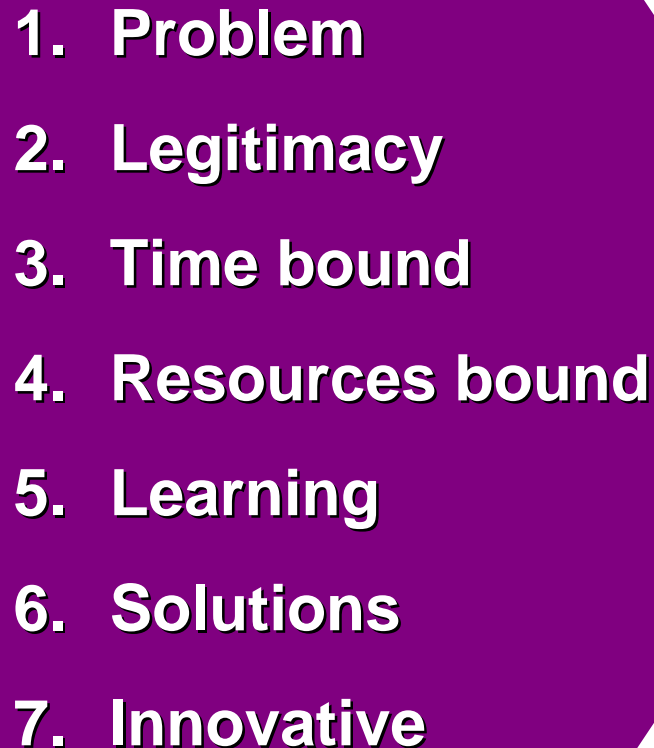
Pragmatic & oriented to concrete actions geared to **solve the problem(s)**.

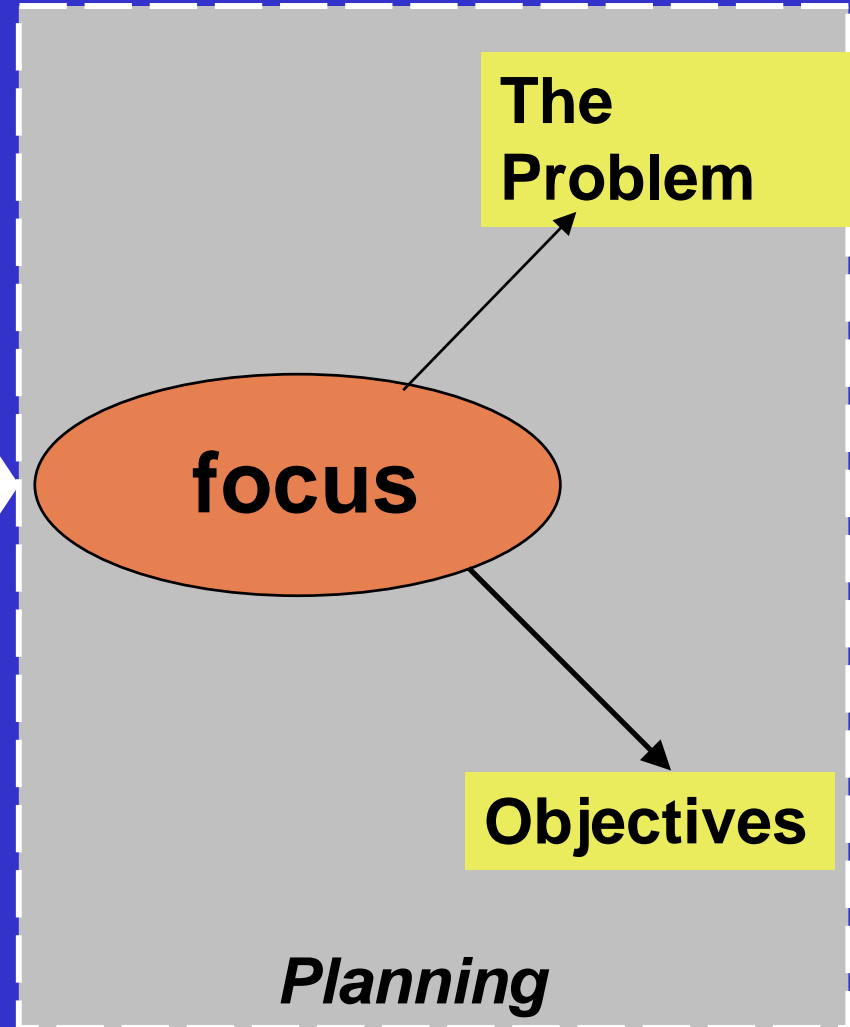
PROBLEMS are identified and **prioritised** through the application of this set of techniques.

# ACTION PLANNING

1. It is pragmatic and oriented to concrete actions which are geared to the solutions of the problems
2. PROBLEMS are identified and prioritized through the application of these set of techniques.
3. It is strategic and localized.
4. It is methodical and brings along an intrinsic learning process.
5. It is transparent and has legitimacy
6. It is interactive, mobilizing and participatory.
7. Catalyzes the efforts and local resources required for the solution(s) of the problem(s).

# ACTION PLANNING

- 
1. Problem
  2. Legitimacy
  3. Time bound
  4. Resources bound
  5. Learning
  6. Solutions
  7. Innovative



# ACTION PLANNING

## what is it?

1. Actions to approach the problem within limited period of time
2. Refers to a well defined area/site - tangible!
3. It is not a routine process - innovative!
4. Assumed by those involved - legitimacy
5. The problem is legitimately indentified - who owns the problems!
6. Refers to the existing resources and means in a realistic way
7. Those involved learn and aprehend lessons from the process itself
8. Emphasis on people and institutions involved
9. Selects questions and strategies in which atention is focused

# 3.

**Surpassing limitations of  
our conventional thinking.**

**The way forward: from conventional-  
statutory-comprehensive planning to flexible  
and strategic planning.**

# CONVENTIONAL / ANALYTICAL PLANNING PROCESS

DATA COLLECTION

DEFINITION OF  
PROBLEMS

SETTING  
OBJECTIVES

FORMULATION OF  
ALTERNATIVES

ASSESSMENT OF  
ALTERNATIVES &  
FEASIBILITY

EVALUATION

SELECTION OF  
ALTERNATIVE(S)

APPROVAL OF  
OPTIONS

IMPLEMENTATION

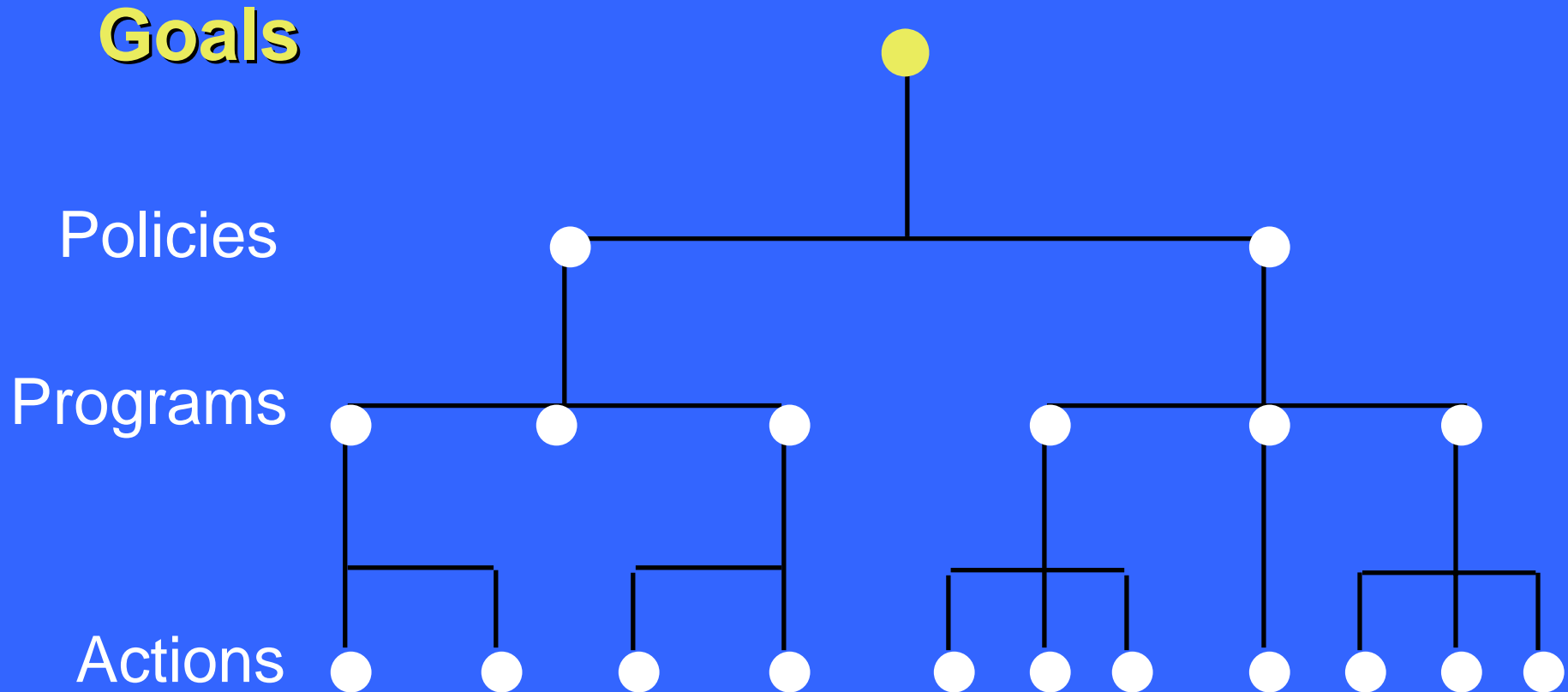
EVALUATION

I  
PREPARATION  
PHASE

II  
ANALYTICAL  
PHASE

III  
IMPLEMENTATION  
PHASE

# Is our thinking so impregnated from “Rational Planning” that makes changing so difficult?



# Planning Process

**Action Planning**

**x**

**Conventional Planning**

**SWOT**

**Problems**

**SWOT**

**Institutions  
&  
Stakeholders**

**Goals & Objectives**

**Resources**

**Data Collection**

**Potential Actions**

**Appraise & Prioritize**

**Implement**

**Monitor & Evaluate**

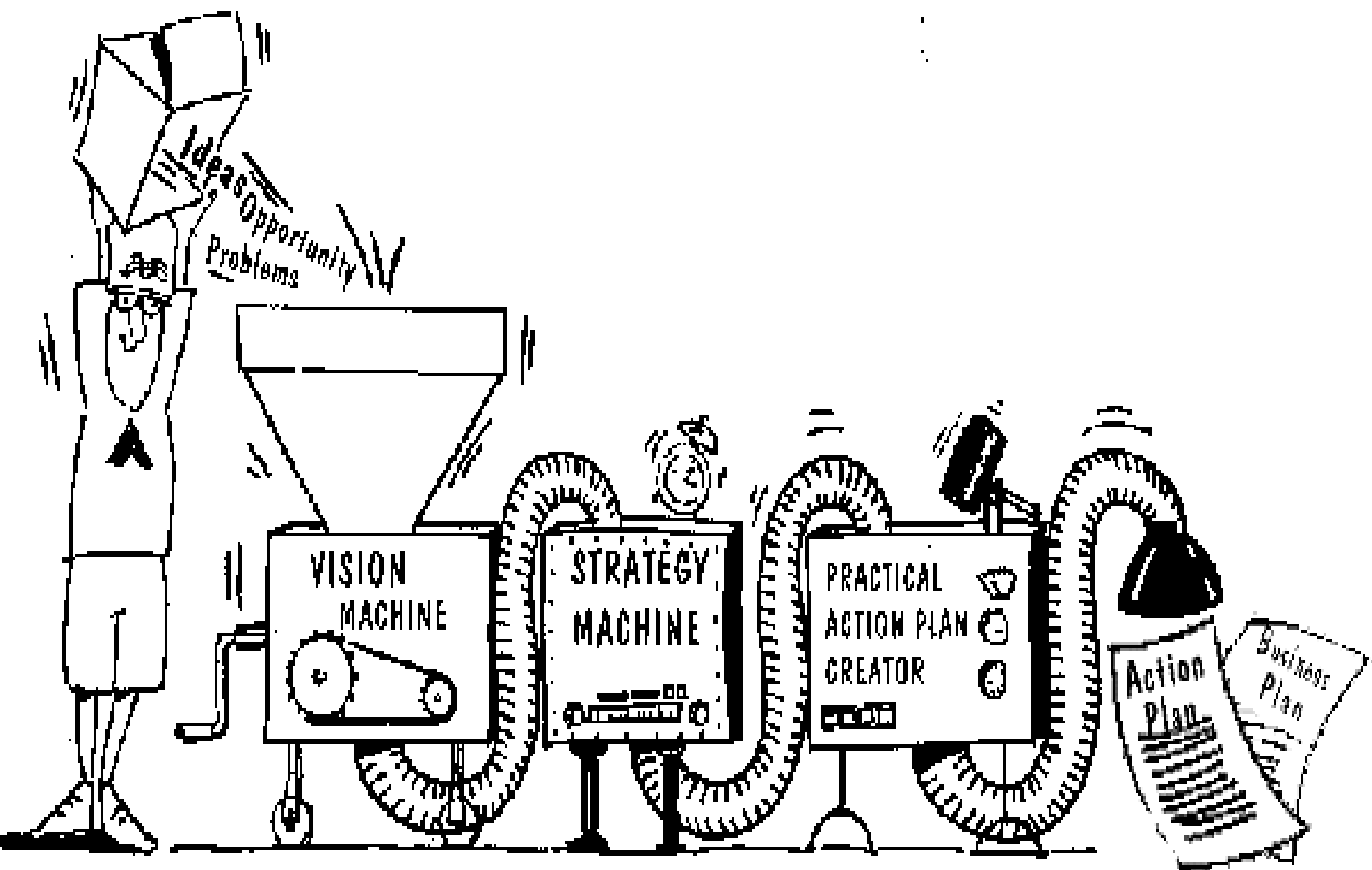
**Data Collection**

**Analysis**

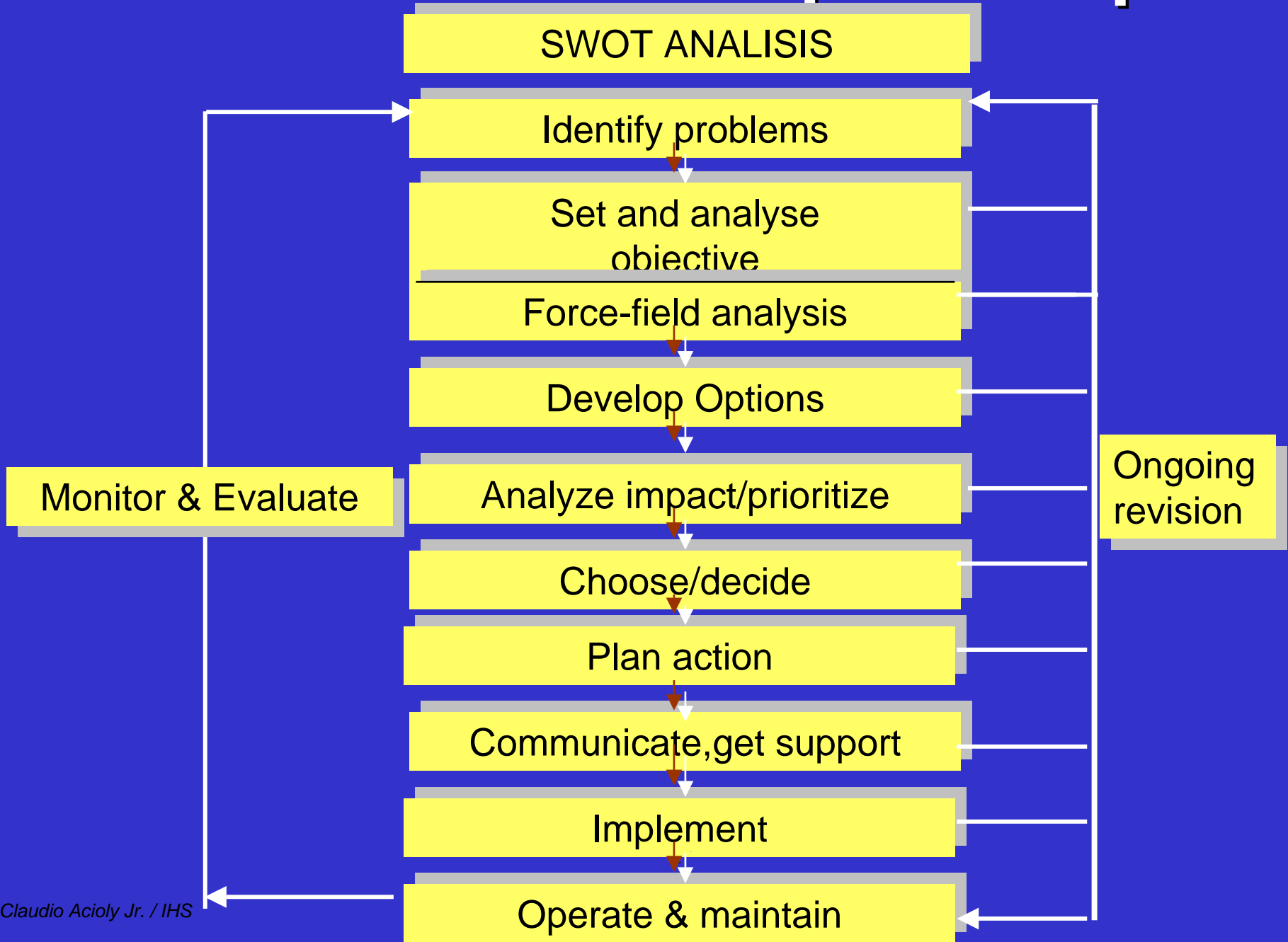
**Develop Alternatives**

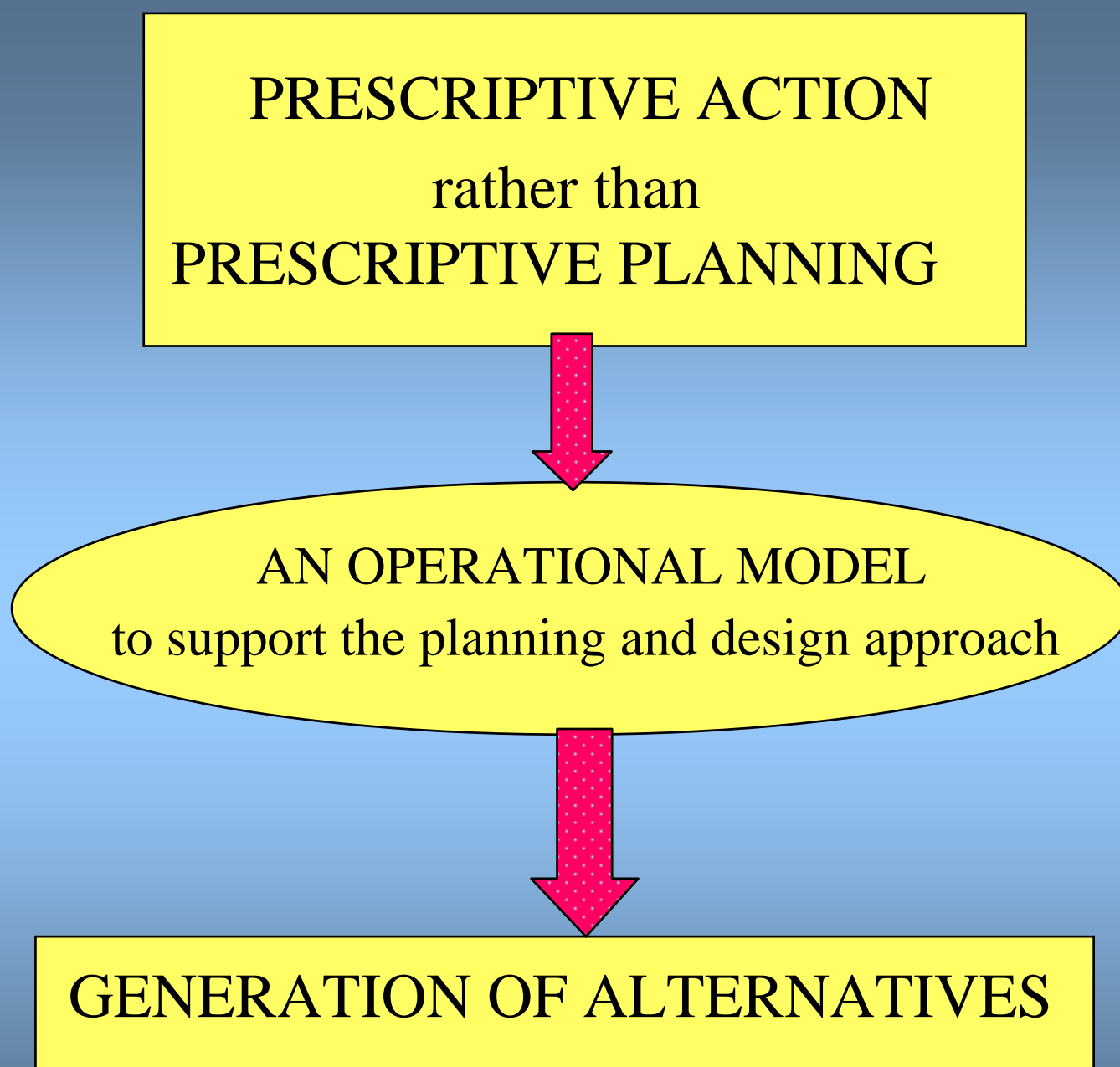
**Appraise & Prioritise**

**Prepare Plan**



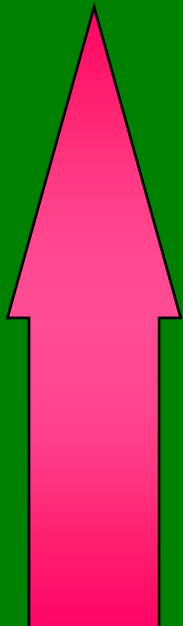
# Process to develop action plan <sup>28</sup>





# A FRAMEWORK OF ACTION

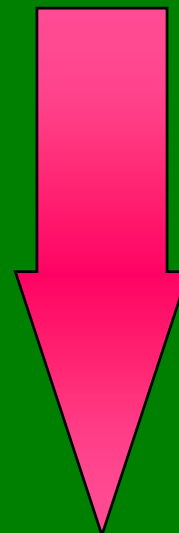
**BOTTOM-UP**



**PROBLEM SOLVING**

*POLICY  
AND  
PROGRAM LEVEL*

**COORDINATION  
MANAGEMENT**



**TOP-DOWN**

*PROJECT  
AND  
GRASSROOTS LEVEL*

# 4.

## **Situation auditing: an institutional x-ray**

**Disclosing bottlenecks, actors, opportunities  
and threats in the local development arena.**

# ACTION PLANNING

## Technique 1: SWOT ANALYSIS

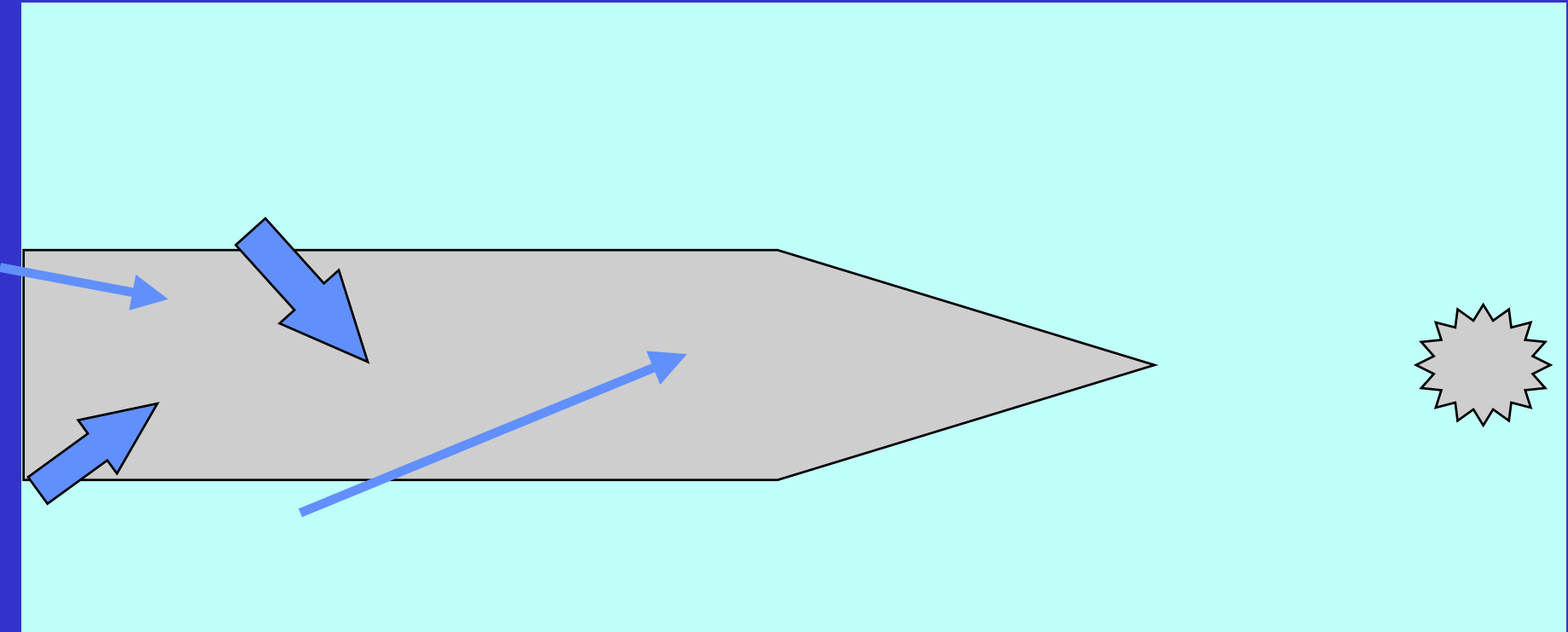


**Development  
Scenario**

- It helps defining the development scenario.
- The development scenario guarantees that actions designed by a short-term plan are not implemented in isolation but interconnected with future actions planned under the guidance of a medium-term strategic plan.

# ACTION PLANNING

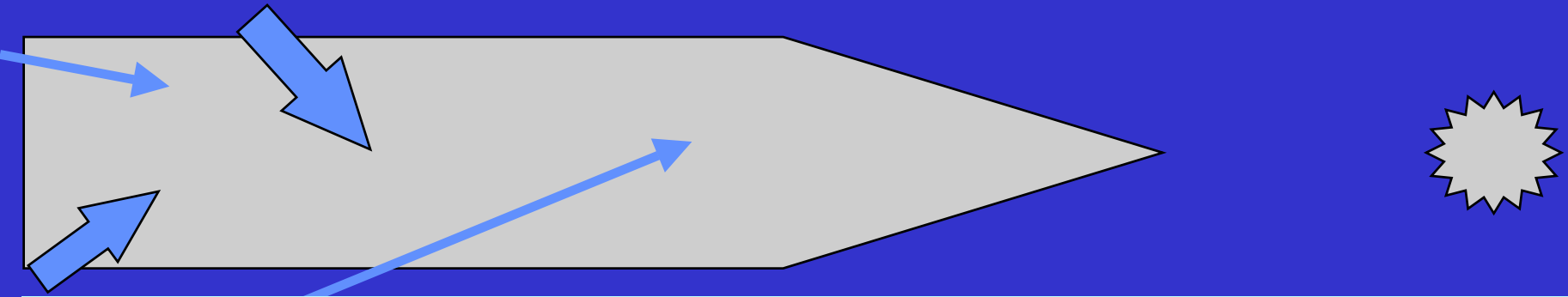
## Technique 1: SWOT ANALYSIS



**actions designed by a short-term plan are not implemented in isolation but interconnected with future actions planned under the guidance of a medium-term strategic plan.**

# ACTION PLANNING

## Technique 1: SWOT ANALYSIS



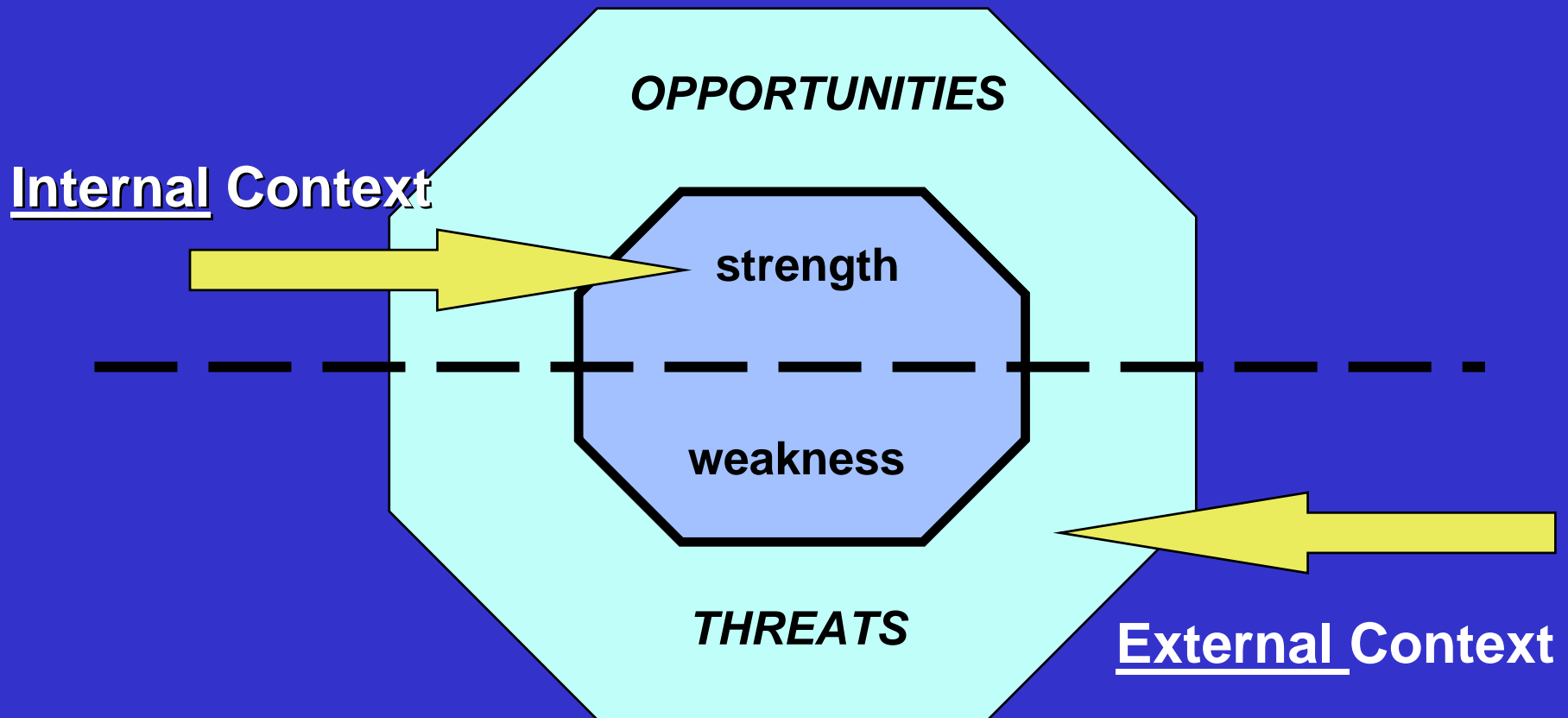
- Impact of future and present trends
- Review of main areas/questions
- Analysis of the linkages between the decision areas

# ACTION PLANNING

## Technique 1: SWOT ANALYSIS

- A technique largely utilized to formulate important questions on which planning takes place
- Nothing sophisticated, only asking and responding to fundamental and sometimes difficult questions
- Awareness about the **W**eaknesses and **S**trengths of the organization
- Awareness about the **O**pportunities and **T**hreats external do the organization but influencing it.

# Technique 1: SWOT ANALYSIS



**Both environments - internal and external - must be assessed as a context for planning**

# LOOKING AT THE CONTEXT: a rapid appraisal









# ACTION PLANNING

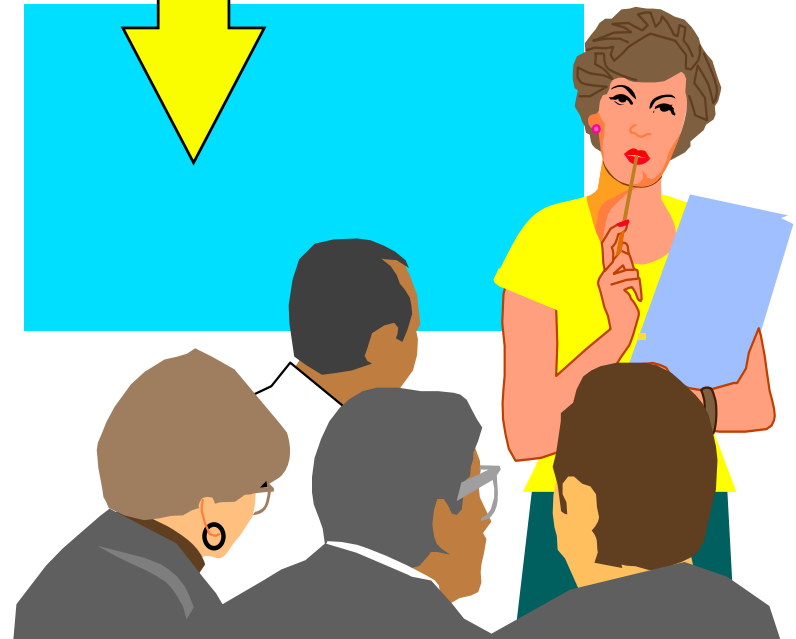
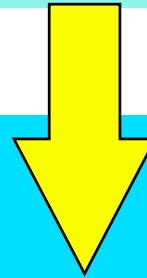
## 1



- Different group brainstorming
- Individual assessment of each member of the group
- Organize the results of the discussion

## 2

- Presentation of each group
- Debate and Comparison
- Agreement on situation audit







# 5.

## Unveiling the problem and its ramifications

### Searching for the real causes.

# ACTION PLANNING

## Technique 2: Problem Analysis

SWOT

SWOT

### RELATIONSHIPS

PROBLEMS

OBJECTIVES

GOALS

The Need to Focus !

**ACTION**

# ACTION PLANNING

## Technique 2: Problem Analysis

### RELATIONSHIP PROBLEMS-OBJECTIVES-GOALS

1. **GOAL** relates with the mission of the organization what it must accomplish
2. **PROBLEMS** mean something is wrong abstracting the objectives to be accomplished - they are within its scope of action - defined as the legitimacy of the problem area. The organization owns the problem!
3. Analysis of the **PROBLEM** or **OPPORTUNITY** must be understood as the foundation of the planning process
4. To think seriously at this stage allows the opening of lines of action potentially efficient
5. At this stage, not easy to maintain separated the potential solutions from the problem definition **BUT IT IS ESSENTIAL TO DO SO!**

## **ACTION PLANNING**

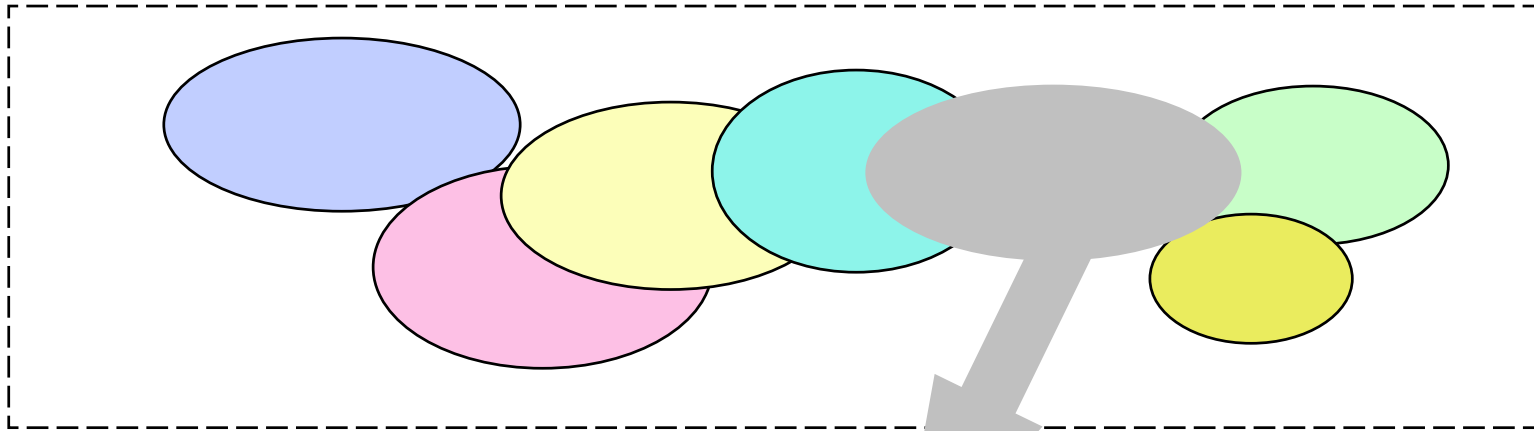
### **Technique 2: SELECTION OF THE “FOCUS”**

- **Necessity to select a PROBLEM in which to concentrate the attention - the FOCUS**
- **Important to limit the PROBLEMATIC AREAS with criteria**
- **Possible to achieve that through a participatory city consultation - the SCP approach**
- **A question can be a PROBLEM or an OPPORTUNITY**

# **HOW?**

# ACTION PLANNING

## Technique 2: Problem Analysis



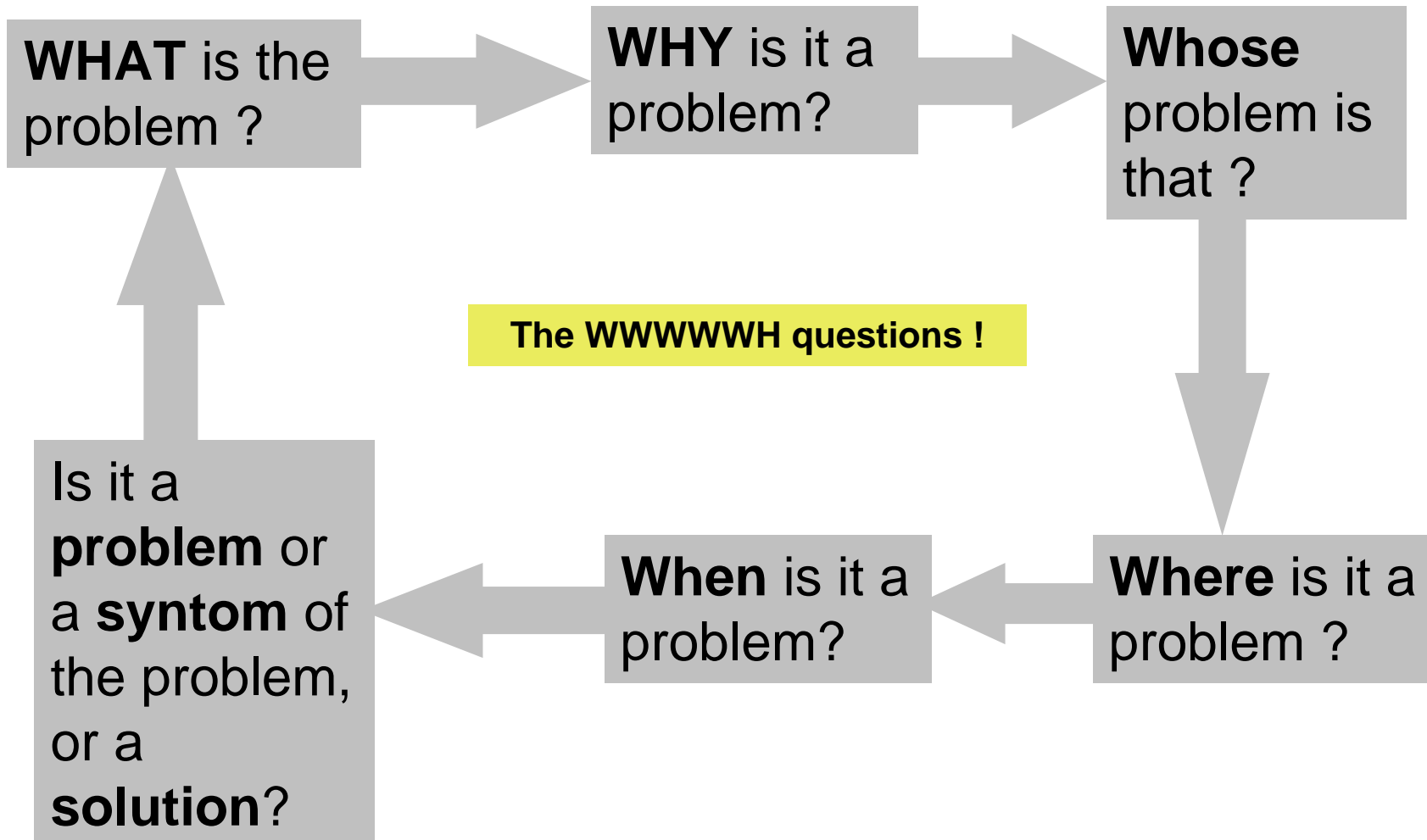
A systematic method  
to define the problem

**The Focus**

**The Complexities**

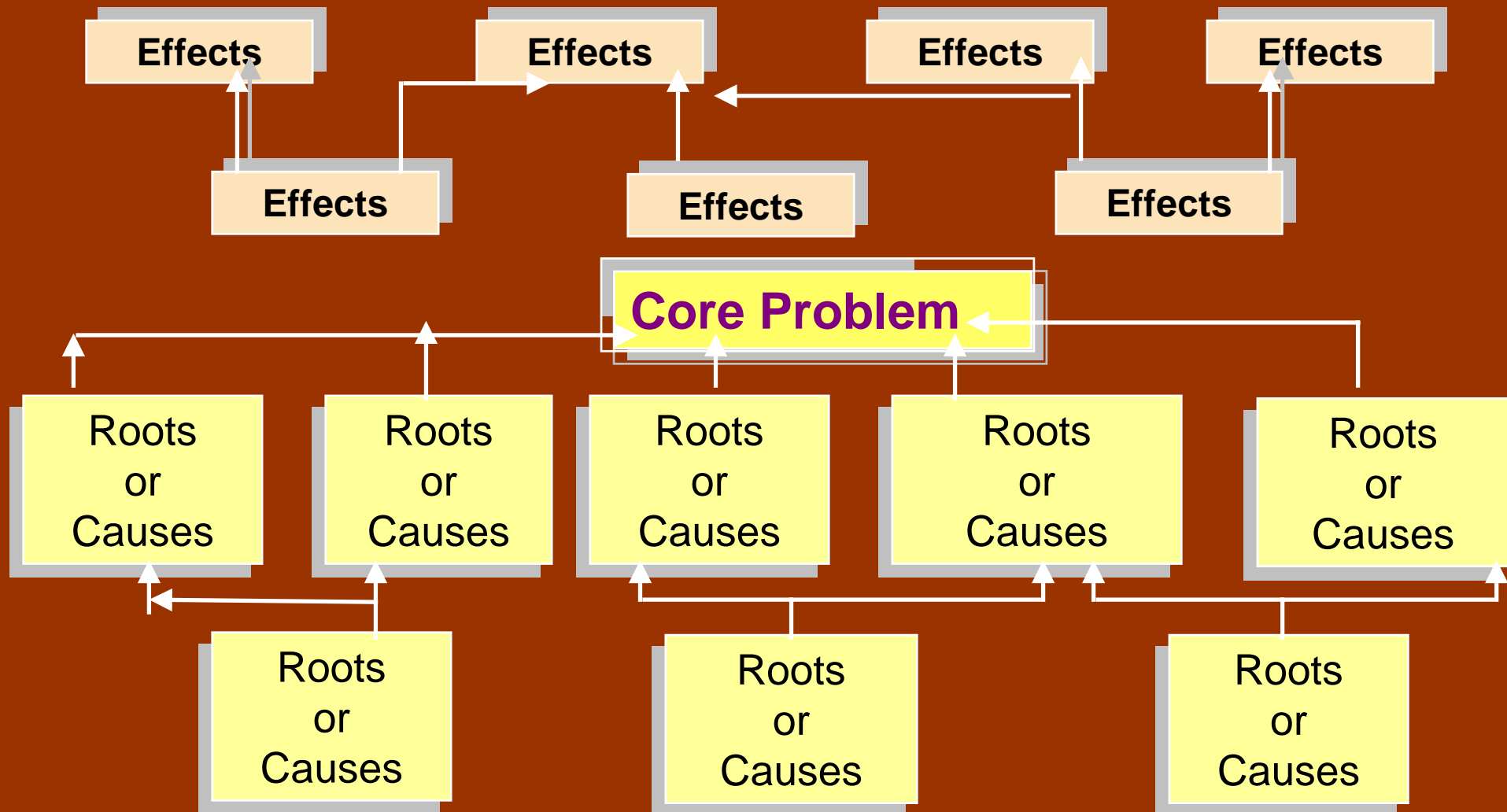
# ACTION PLANNING

## Technique 2 : Problem Analysis & the Problem Tree



# Relations between problems

## The Problem Tree



**Examples:**

**Problem Tree Analysis**

# The BUS Example

## Effects

Loss of confidence in bus company

Passengers hurt or killed

People are late

## Core problem

Frequent bus accidents

Drivers not careful  
enough

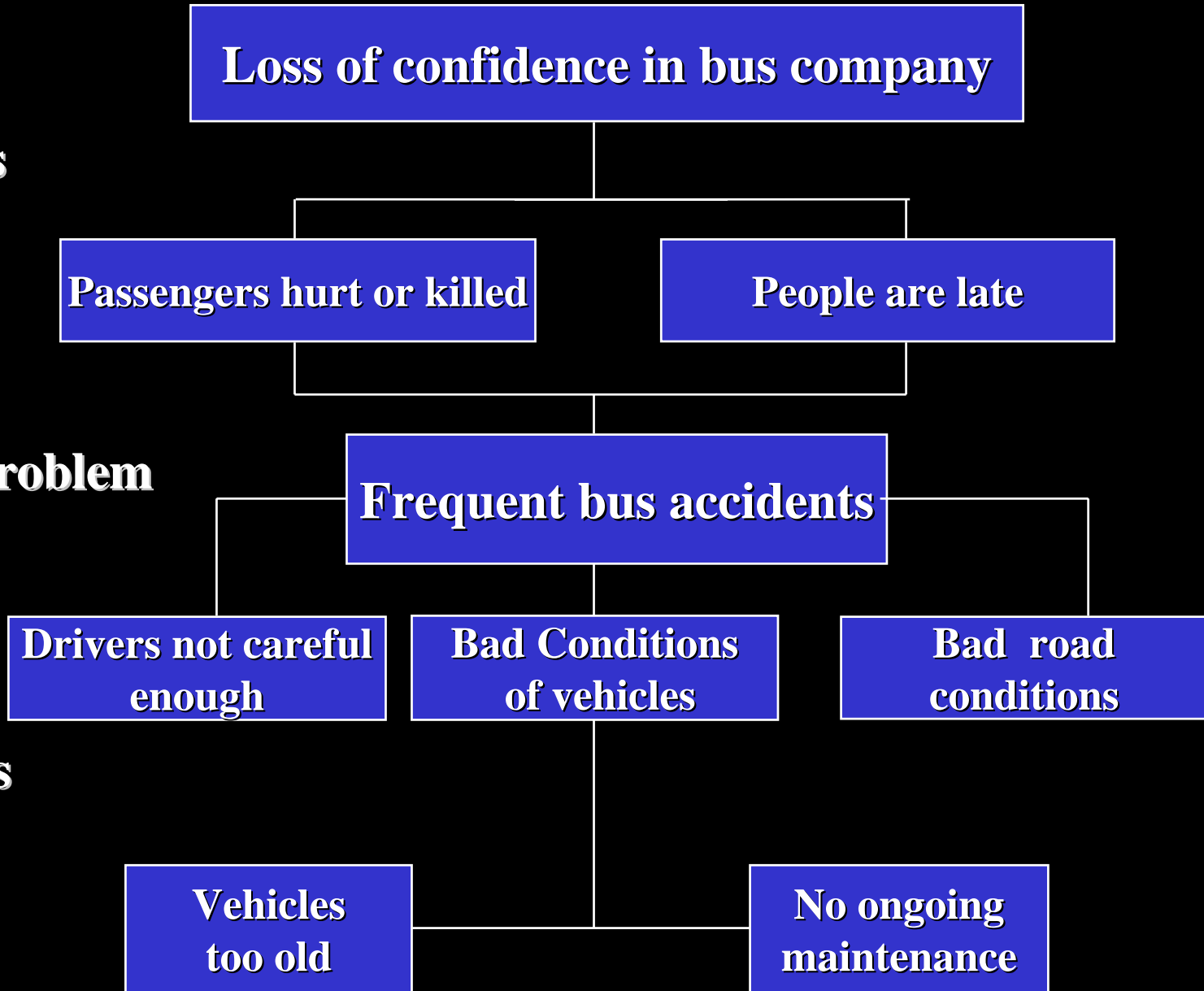
Bad Conditions  
of vehicles

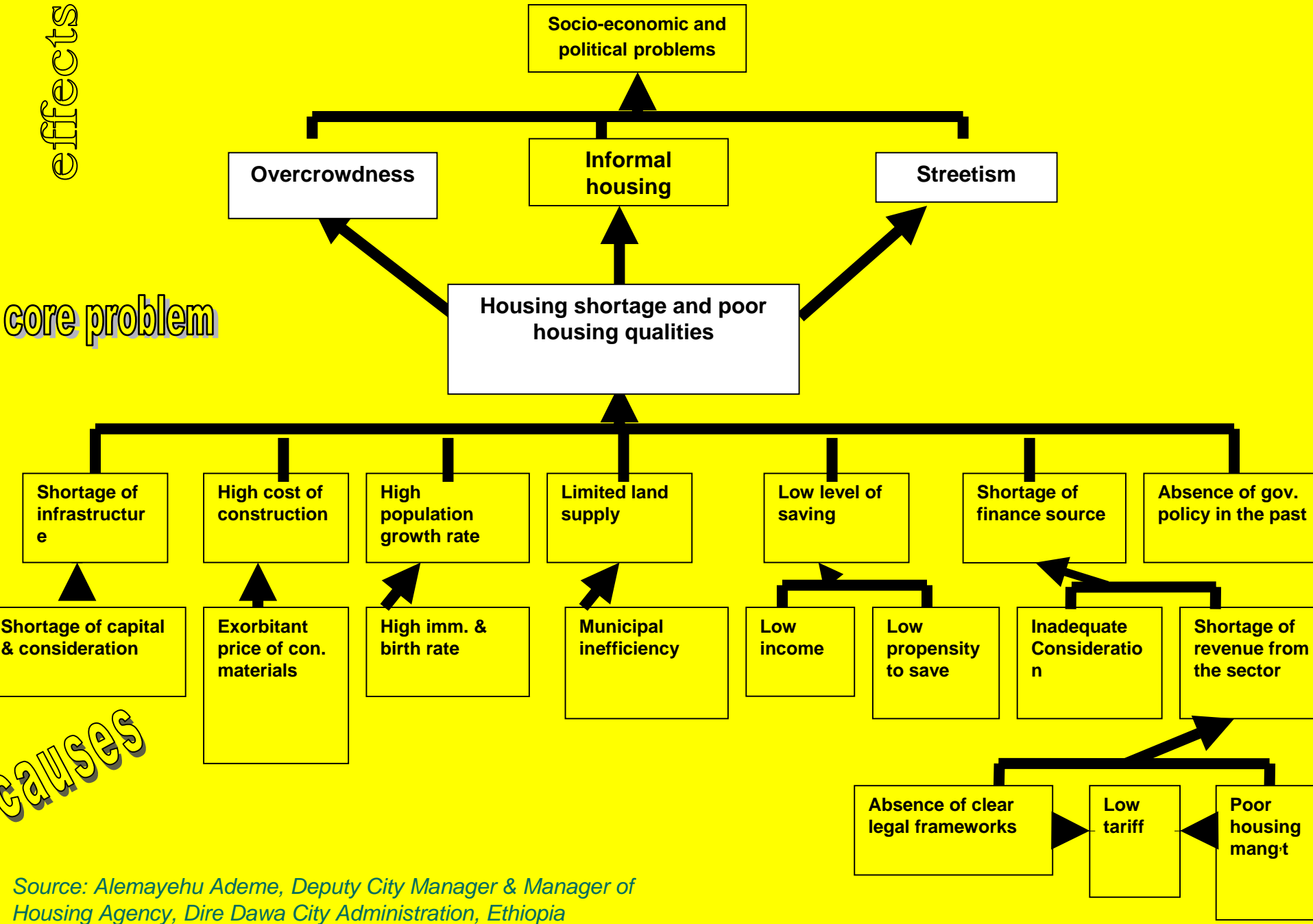
Bad road  
conditions

## Causes

Vehicles  
too old

No ongoing  
maintenance

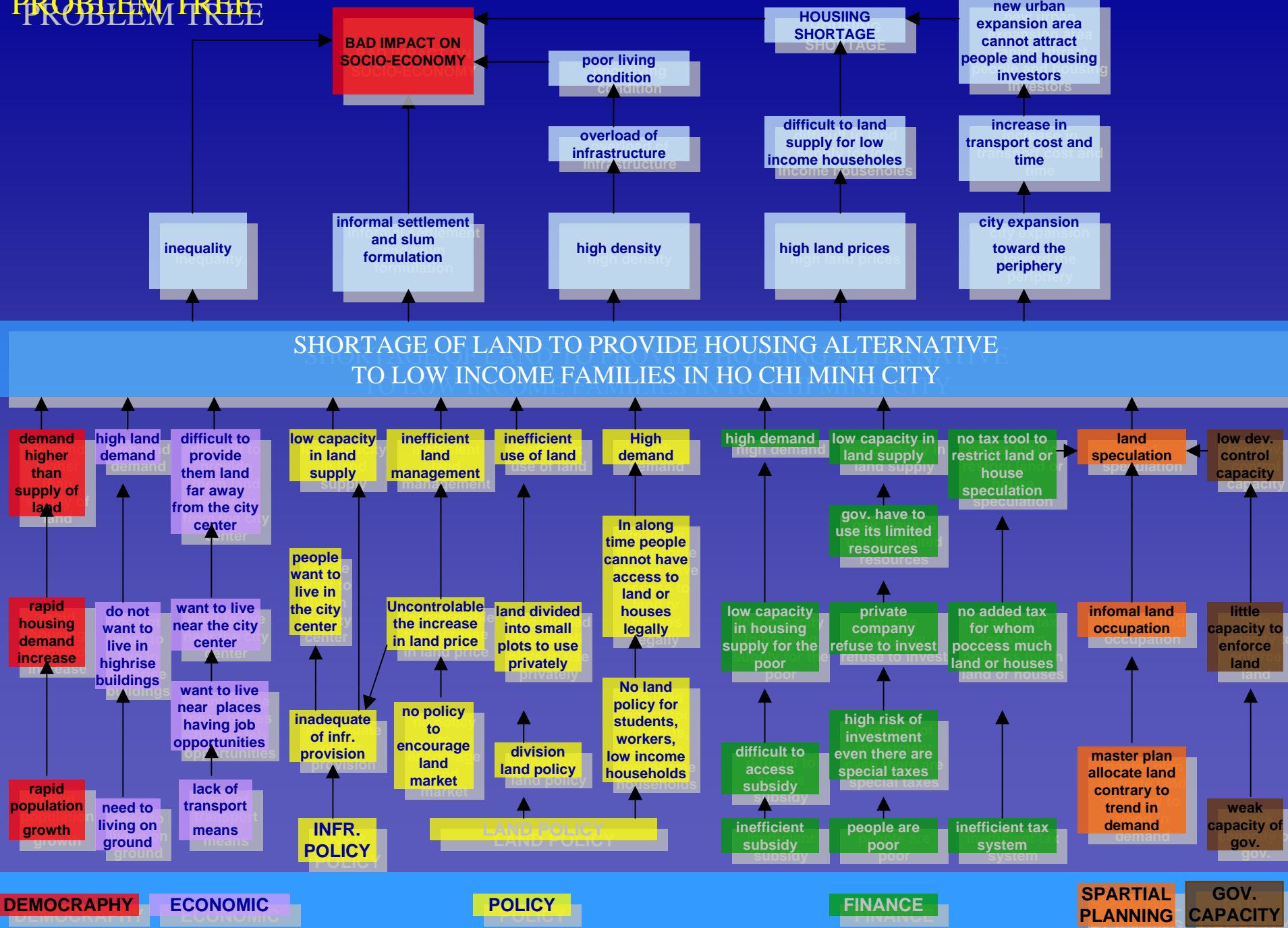




Source: Alemayehu Ademe, Deputy City Manager & Manager of Housing Agency, Dire Dawa City Administration, Ethiopia



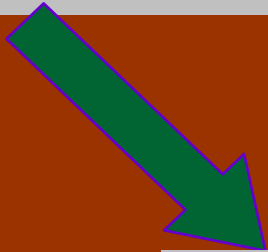
# PROBLEM TREE



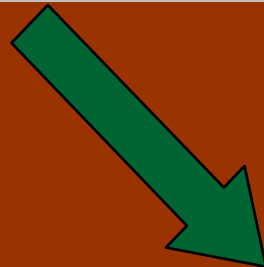
# ACTION PLANNING

## Technique: Analysis of the Problem Tree

**CAUSES**



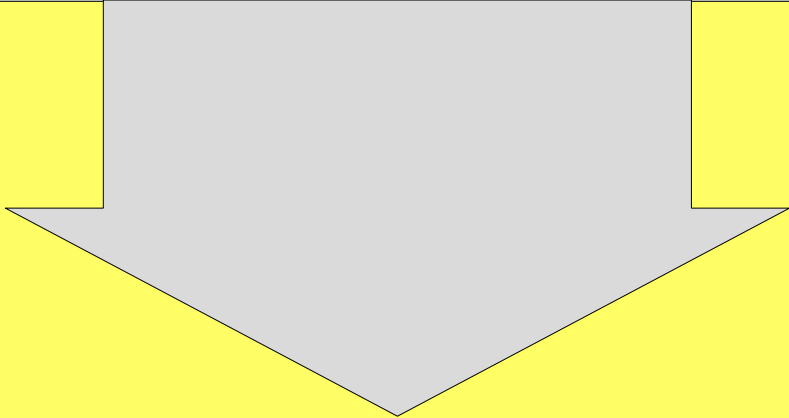
**PROBLEM**

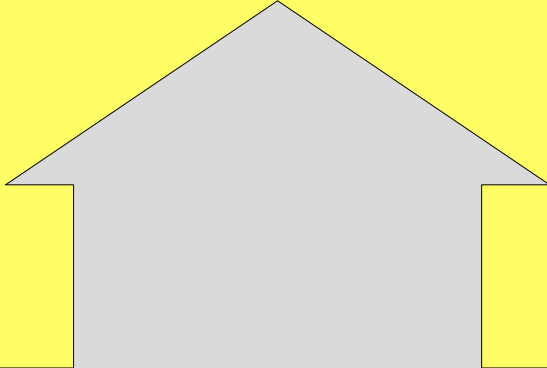


**CONSEQUENCES**

# ACTION PLANNING

## Technique 2: Analysis of the Problem Tree

- A good analysis of the problem(s) establishes the basis for an efficient planning
  - It is worth spending time in the analysis of the problem(s) since it usually leads to creative and innovative actions
- 

- 
- The analysis of the problem or opportunity is not easy to realize because it requires changes in the way of thinking
  - Do not throw up solutions, they will be develop further on during the process

# ACTION PLANNING

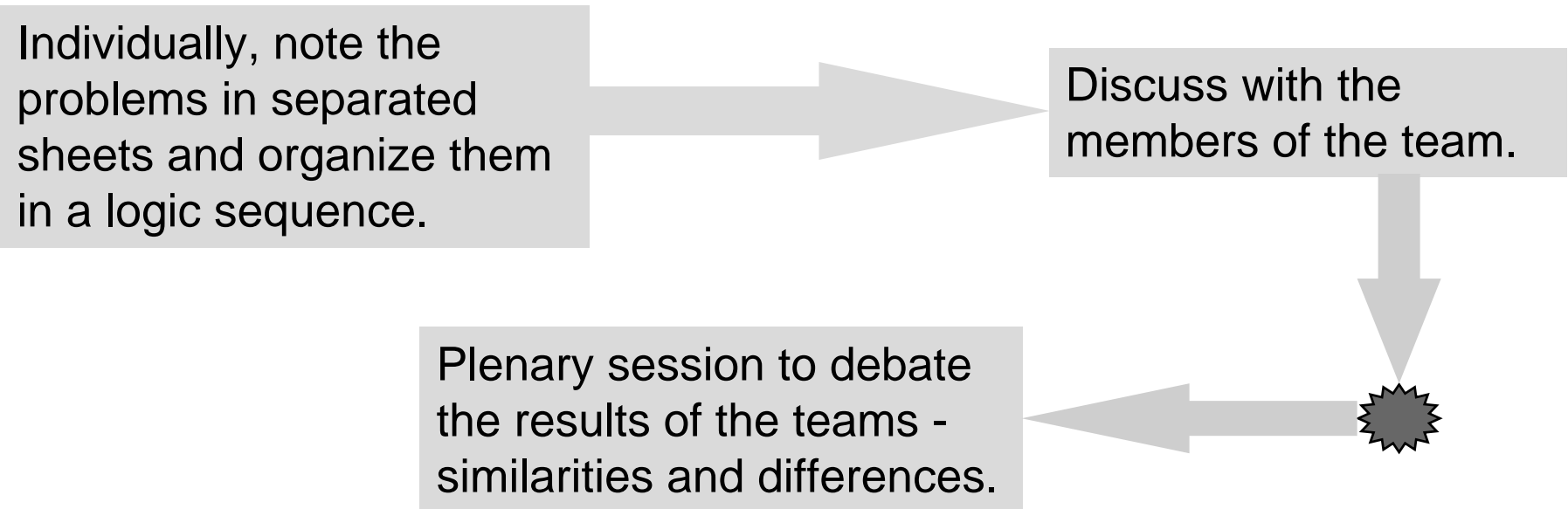
## Technique 2: Analysis of the Problem Tree

- Difficulties to DEFINE what is really THE problem and thereafter THE objectives, and later to discover what is the crux of the matter !
- What causes this and what are the effects originated from this?

Individually, note the problems in separated sheets and organize them in a logic sequence.

Discuss with the members of the team.

Plenary session to debate the results of the teams - similarities and differences.



**Ejemplo:**

**Santa Clara, Cuba**

**Barrio Condado**









# GRUPO BÉLICO

## Integrantes:

1 Dunia Pérez Ruiz

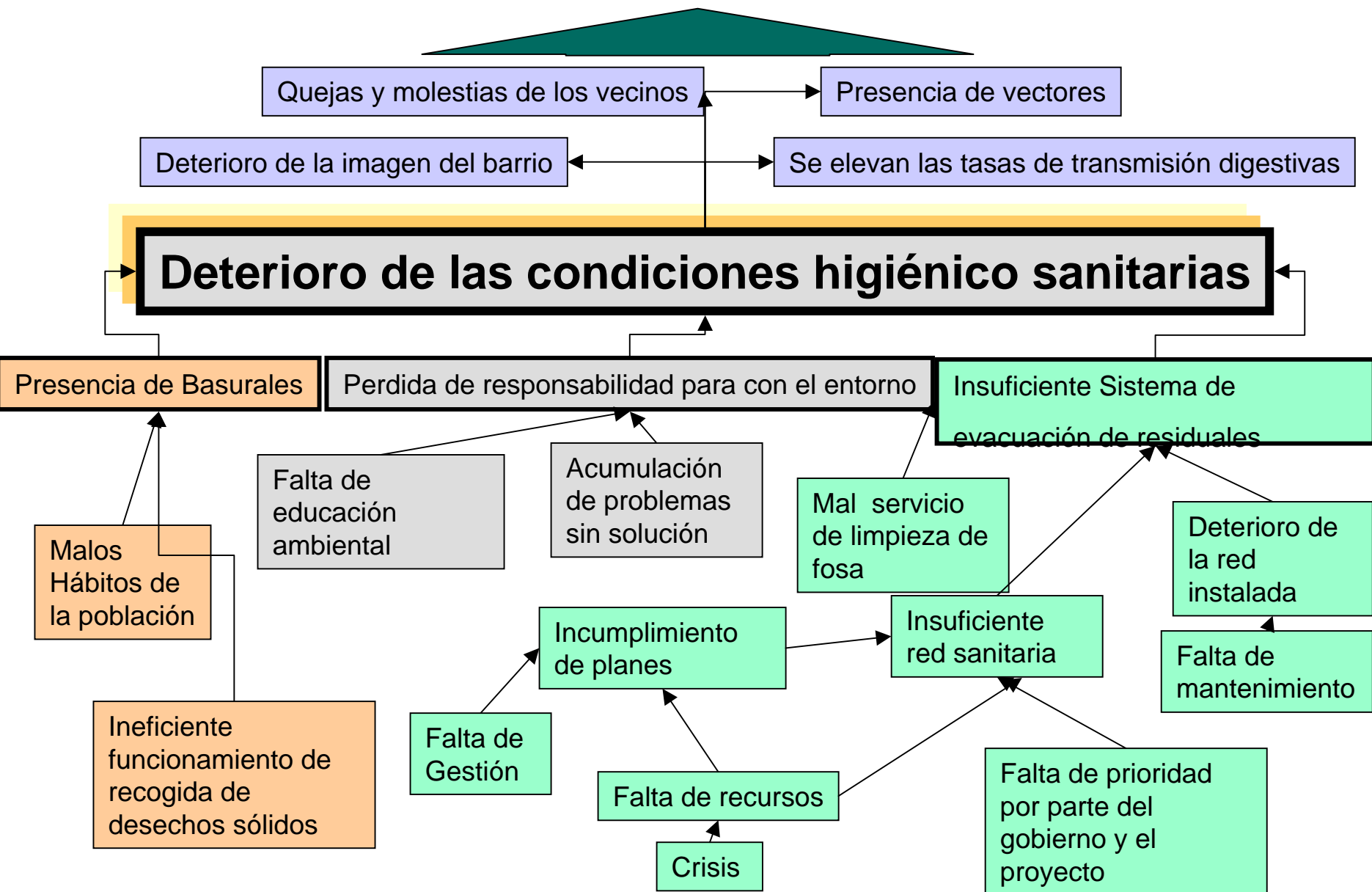
2 Abel Gil Concepción

3 Rodolfo Angel Monguía García

4 Israel Martínez Rodríguez

5 Luis Alberto Fonticiella Padrón

# Afectaciones en la calidad de vida



# Problema:

Deterioro de las condiciones higiénico sanitaria en la circunscripción 34

# Objetivo:

Lograr la Evacuación adecuada de los residuales en 20 manzanas de la circunscripción 34 en un período de 2 años.



UNA PROPUESTA PARA INCREMENTAR LA CALIDAD  
DE VIDA DE LOS ADULTOS DE LA TERCERA EDAD EN  
LA CIRCUNSCRIPCION 34

Arq. Marco A. Díaz / Arq. Aleida Benavides / Ing. Frank Rodriguez /  
Ing. Aramis González / Tec. Rosa Jova / Lic. Lazaro Rego

# ARBOL DEL PROBLEMA

EFFECTOS

No reciben beneficios del Proyecto

Recursos humanos desaprovechados

El Proyecto no ha logrado incorporar a todas las personas del grupo vulnerable, adultos de la tercera edad, de la circunscripción.

Poco conocimiento de los objetivos del Proyecto por los grupos vulnerables

El Proyecto no ha priorizado suficientemente al grupo

Poca motivación de las personas del grupo vulnerable a participar

El Proyecto no abarca actualmente toda la circunscripción

Débil articulación de sectores y representantes del proyecto en la solución de los problemas del grupo

Débil comunicación del Proyecto al GV

El Proyecto no tiene un subprograma para los GV

No se aprecian claramente los beneficios del proyecto por el grupo

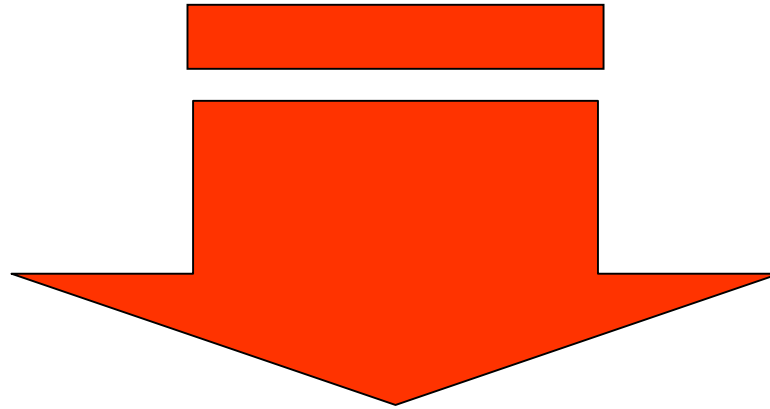
El Proyecto no ha sistematizado la participación del grupo en el planeamiento de acción

Bajo nivel de convocatoria

Falta de divulgación del proyecto

CAUSAS

# OBJETIVO



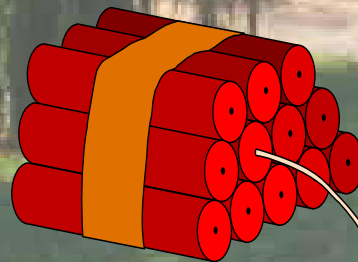
**Incrementar al 80% de las personas del grupo vulnerable adultos de la tercera edad a las actividades del Proyecto en un período no mayor de un año**

# **Barrio “Nuevo Condado”, Santa Clara**

## **PLANIFICACION DE ACCION**

**CURSO: “HERRAMIENTAS DE PLANEAMIENTO PARTICIPATIVO,  
REHABILITACION URBANA Y VIVIENDA SOSTENIBLE”.**

**GRUPO: MEZCLA EXPLOSIVA**



**Zulema Hidalgo Gomez  
Laura Maria Bartulos Broche  
Olga Lidia Lim Hi  
Eduardo Artiles Pozo  
Luis Ramon Fernandez Tagle  
Eddy Lopez-Chavez Bermudez**

Mujeres desocupadas  
por lejanía de las  
opciones de trabajo

Red de servicios  
deficientes

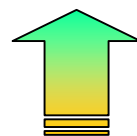
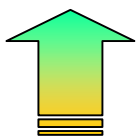
Descontento de la población  
por el déficit de servicios

Pocas opciones de empleo  
atractivas y necesarias

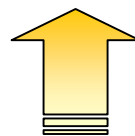
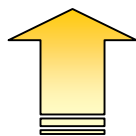
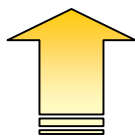
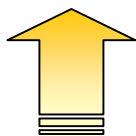
Aumento de  
actividades ilegales

Desarrollo de iniciativas  
económicas, físicas y sociales de  
la población formal e informal

**E F E C T O S**



**FALTA DE CORRESPONDENCIA ENTRE LOS SERVICIOS Y OFERTAS DE EMPLEO  
EN EL BARRIO Y LA NECESIDAD DE SERVICIOS Y POSIBILIDAD DE EMPLEO**



**C A U S A S**

Falta de iniciativas y  
prioridades de las  
instituciones involucradas

Marco legal  
prohibitivo

Poco apoyo del gobierno a la  
economía local por falta de  
petición local

Falta de motivación de la  
población hacia las  
opciones de trabajo

Poca visión  
del proyecto  
sobre el tema

Poco aprovechamiento  
de las potencialidades  
naturales y del barrio

# OBJETIVO:

**INCREMENTAR LA OFERTA DE LOS SERVICIOS A LA POBLACION PARA EL MEJORAMIENTO DEL BIENESTAR EN EL BARRIO EN UN TERMINO DE DOS AÑOS.**

- Marco legal.
- Poca iniciativa del gobierno a utilizar las potencialidades del barrio.
- Insuficiente aseguramiento de los recursos materiales.
- Deficiencia en la planificación de las acciones de servicios a escala municipal.

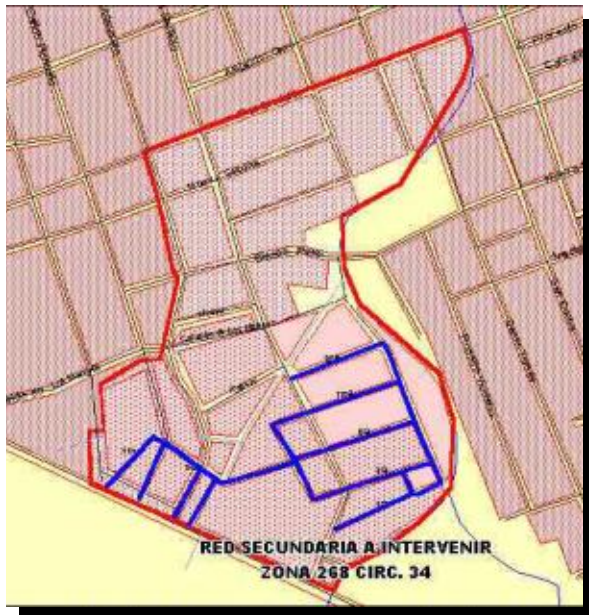
**DESFAVORABLES**

**FAVORABLES**

- Necesidad real de servicios en el barrio
- Potencial humano disponible capacitado y condiciones físicas naturales favorables
- Existencia del Grupo de Trabajo Comunitario

## Objetivo:

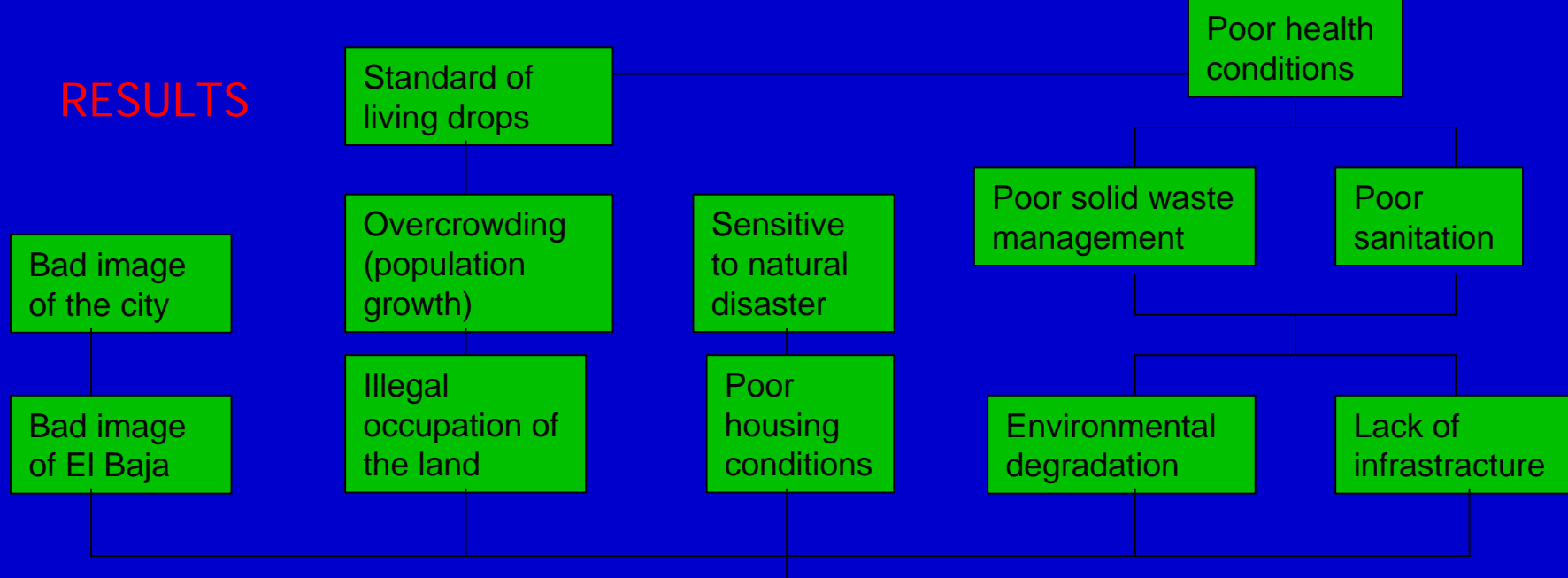
**Mejorar la red vial secundaria de la zona 268, Cr. 34 a través de alternativas locales y la participación de la comunidad en el termino de 1½ año.**



**Example:**

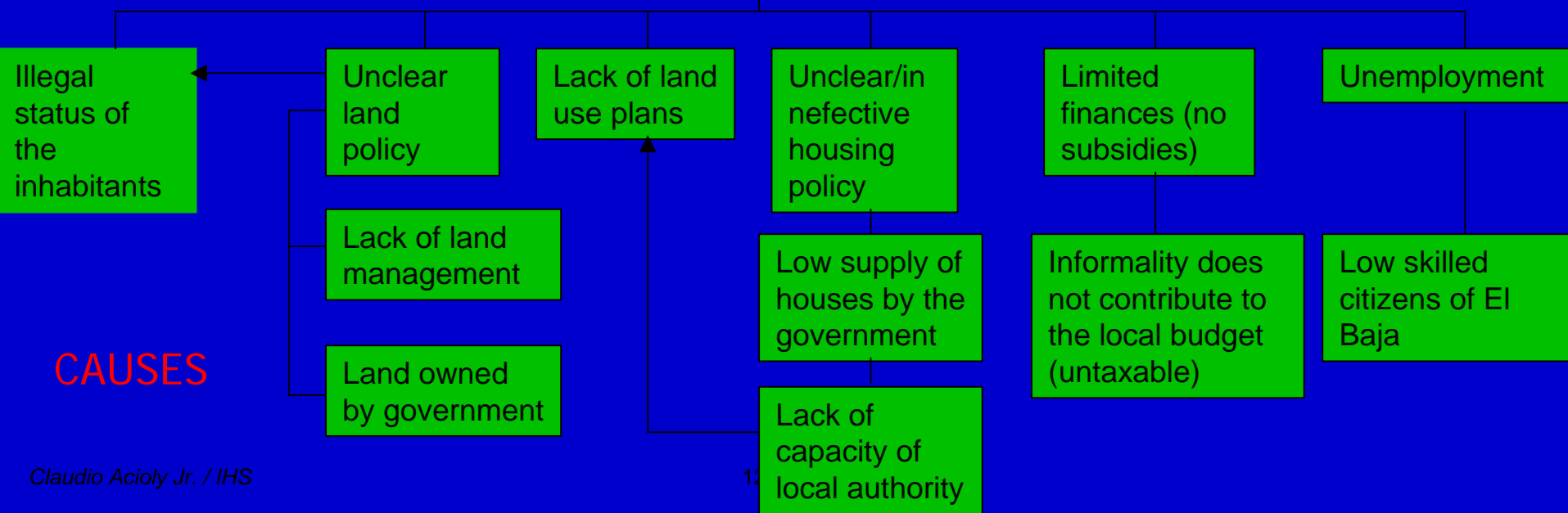
**Baja, Irena Group**

## RESULTS



## THE CORE PROBLEM

## Low investment in housing in El Baja



## CAUSES

# One year objective

## ***First version***

Increased investments (by 15%) in improvement of housing conditions by/or with the support of the private sector through public private community participation within a year in El Baja.

## ***Revised version***

Increased investment by improvement of 200 low cost houses within a year in El Baja.

# Three month objective

## ***First version***

Established contacts with five major private sector investors from the construction industry and financial institutions in Simia within three months.

## ***Revised version***

Established contracts with five major private sector investors from the construction industry and financial institutions in Simia within three months.

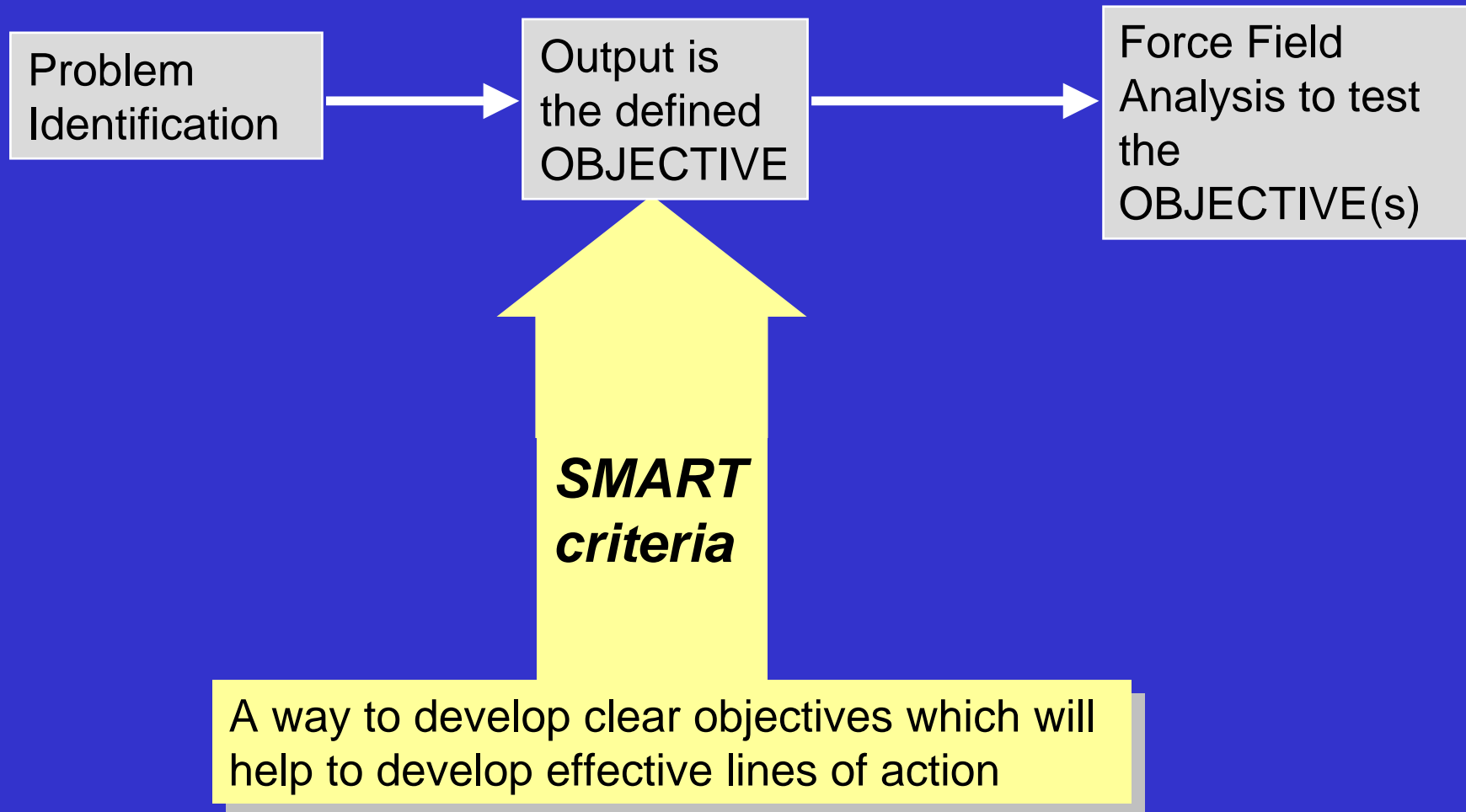
# 5.

## Formulating the feasible target

Searching for a tangible and measurable objective.

# ACTION PLANNING

## Technique 3: Defining the Objective(s)



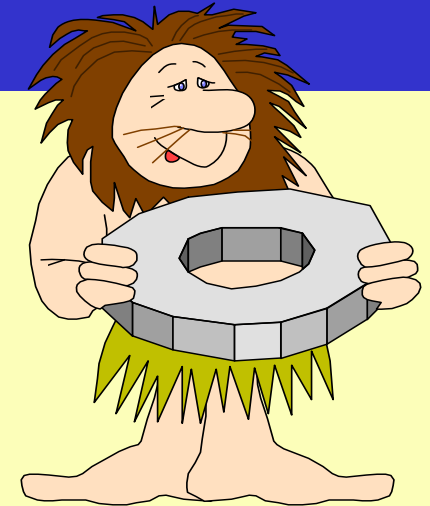


# ACTION PLANNING

## Technique 3: Defining the Objective(s)

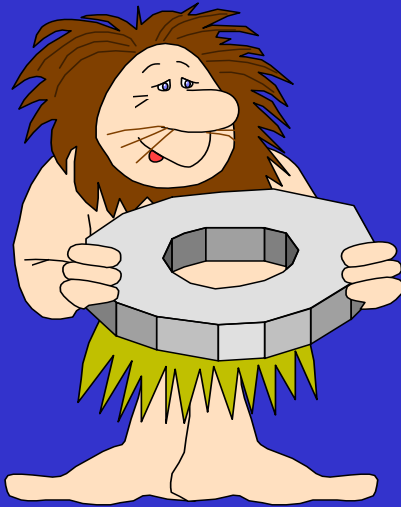
### SMART criteria

- **S**pecific in place
- **M**easurable in performance / output terms
- **A**ttainable in view of your means and resources
- **R**ealistic in view of existing obstacles and chance of success
- **T**ime feasible to achieve concrete results within the development framework



# ACTION PLANNING

## Technique 3: Defining the Objective(s)



### SMART objective

- Sustainable
- Manageable
- Action oriented
- Replicable
- Technically feasible



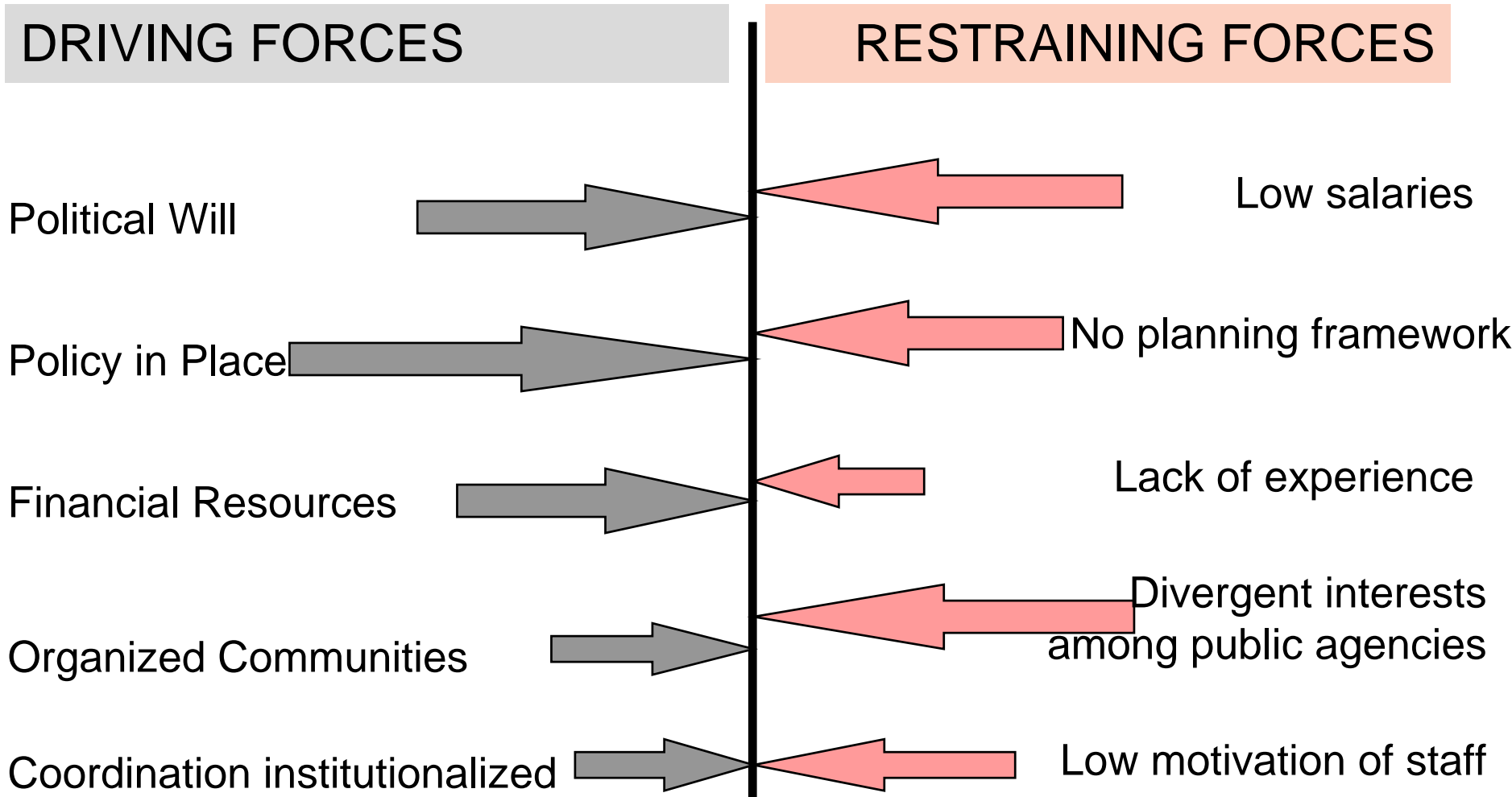
# 6.

**Analysing the various forces & phenomena that may strengthen or block my actions**

**Understanding existing forces in the local development scenario.**

# ACTION PLANNING

## Technique 4: Force Field Analysis



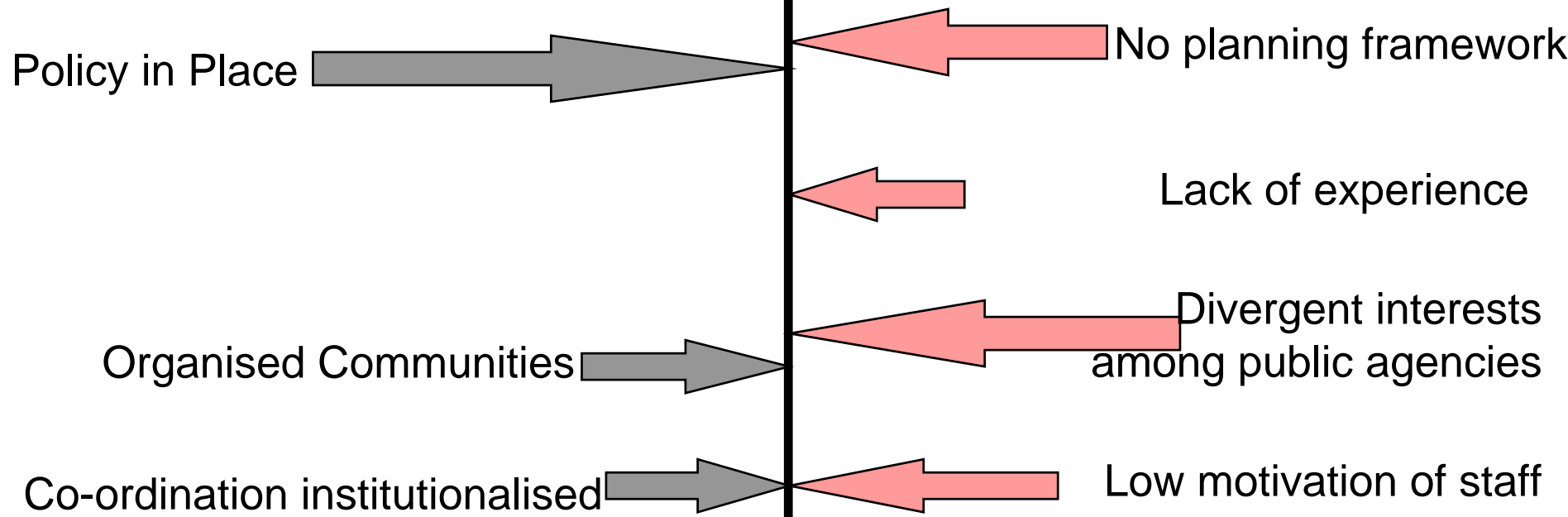
# ACTION PLANNING

## Technique 4: Force Field Analysis

### FILTERING THE FORCES

#### DRIVING FORCES

#### RESTRAINING FORCES









# ACTION PLANNING

## Technique 4: Force Field Analysis

### DEFINING THE OPTIONS AND THE PLAN OF ACTION

Problem  
Formulation

Defining the  
Objectives

#### FORCE FIELD ANALYSIS

Identifying  
the Forces

Selecting  
Forces Viable  
to be  
Influenced

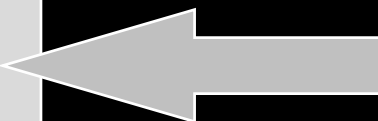
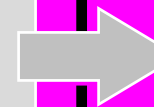
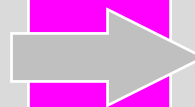
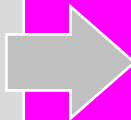
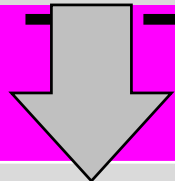
Developing  
Potential  
Actions

Brainstorm

#### SWOT ANALYSIS

Develop Tasks  
& Duration

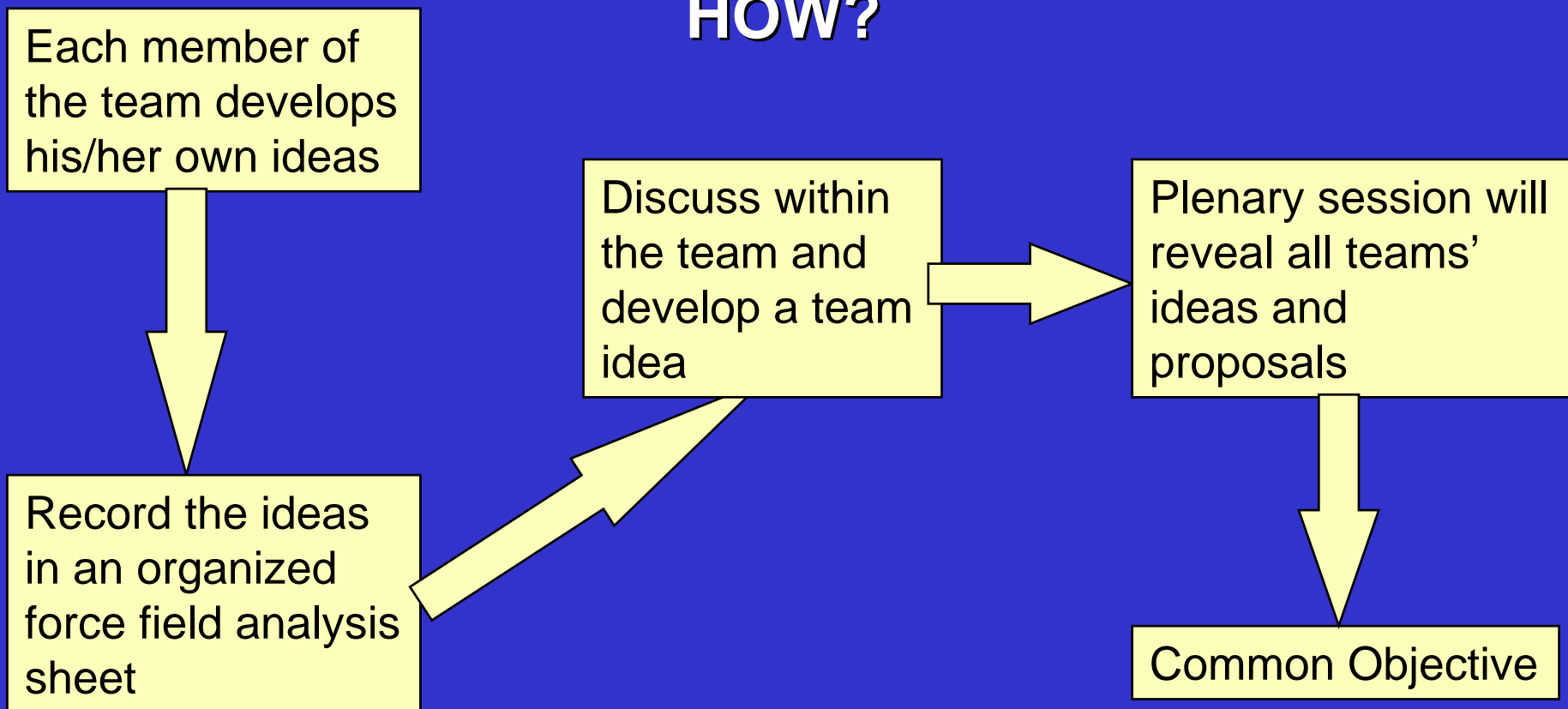
Develop &  
Test  
Strategies



# ACTION PLANNING

## Technique 4: Force Field Analysis

### DEFINING THE OPTIONS AND THE PLAN OF ACTION HOW?



# ACTION PLANNING

## Technique 4: Force Field Analysis

**Constraint**

**Opportunities**

**OBJECTIVE**

**CONSTRAINT**



**Restraining  
Forces**

What is it?

Can it be  
influenced?

Can it be  
tackled within  
the time we set  
to accomplish  
the objectives

Do we have the  
means to tackle  
it?

**1**

**2**

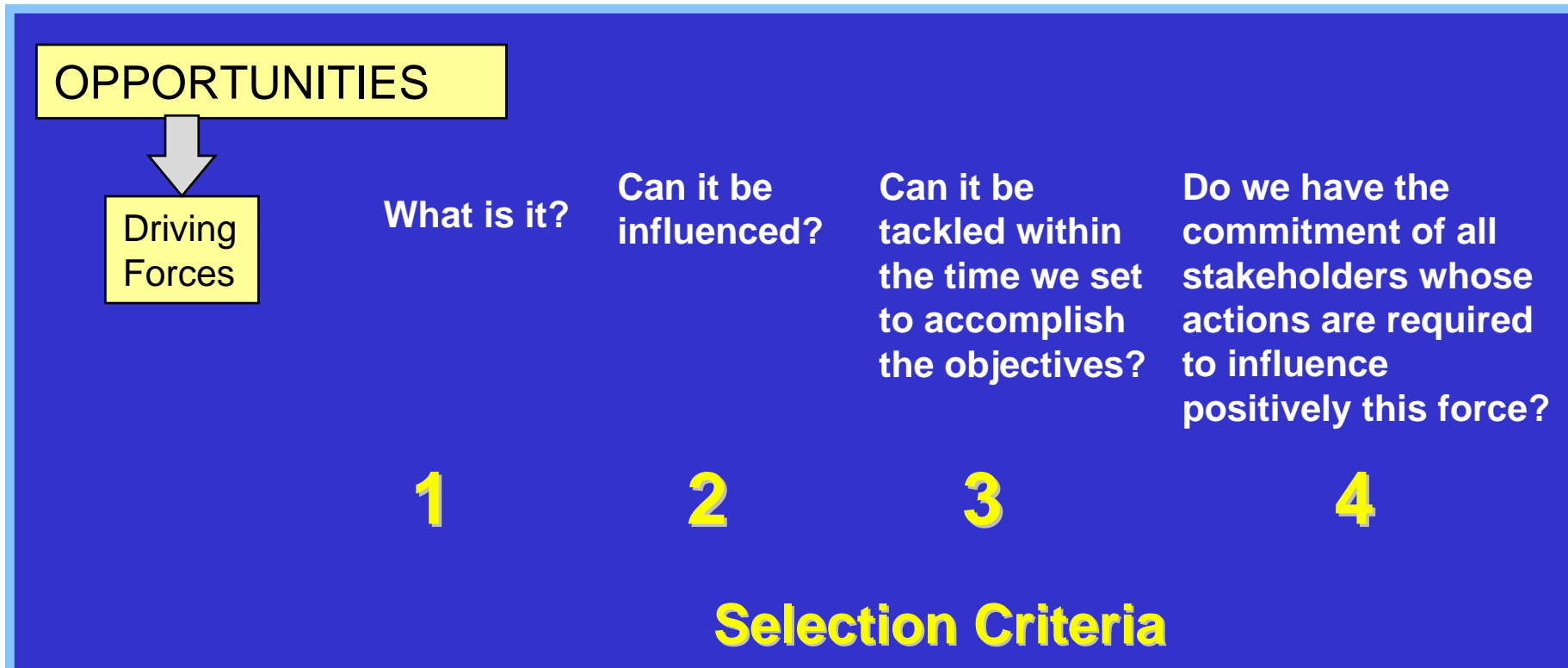
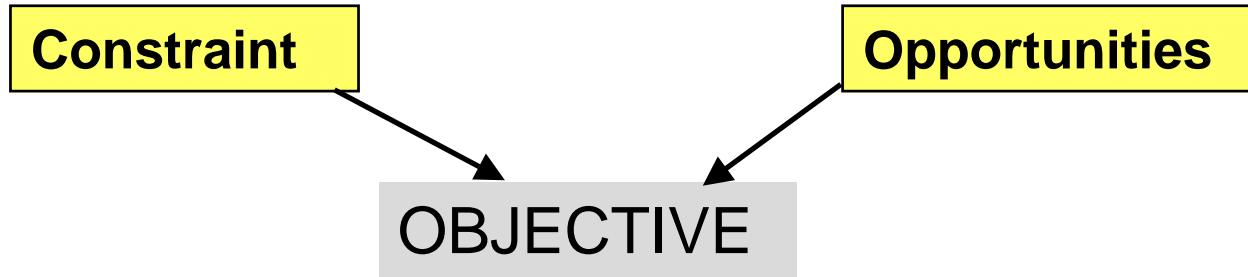
**3**

**4**

**Selection Criteria**

# ACTION PLANNING

## Technique 4: Force Field Analysis



# ACTION PLANNING

## Technique 4: Force Field Analysis

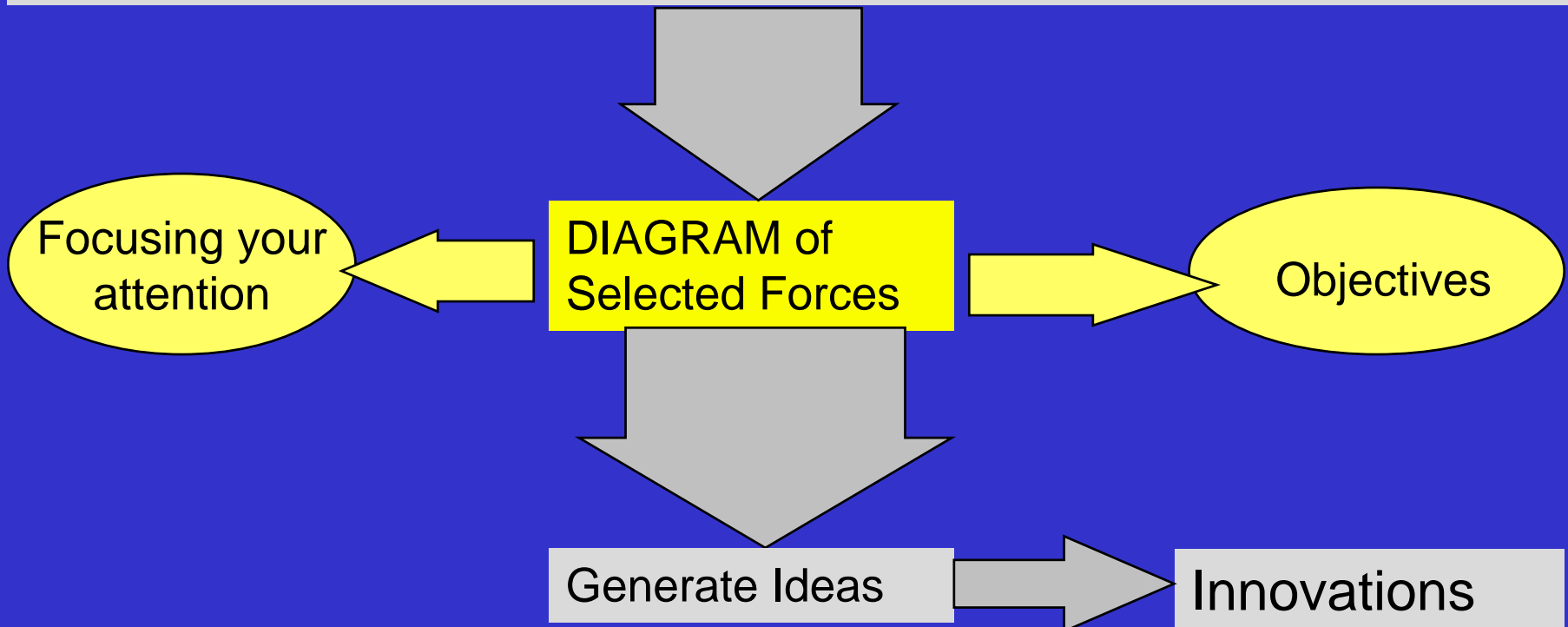
### SELECTION CRITERIA

1

2

3

4



# OPORTUNIDADES

- Beneficiarios del programa
- Los programas gubernamentales y estatales
- Programas privados con donantes
- Instituciones y organizaciones nacionales e internacionales
- Organizaciones y apoyo político al programa
- Organizaciones gubernamentales y no gubernamentales





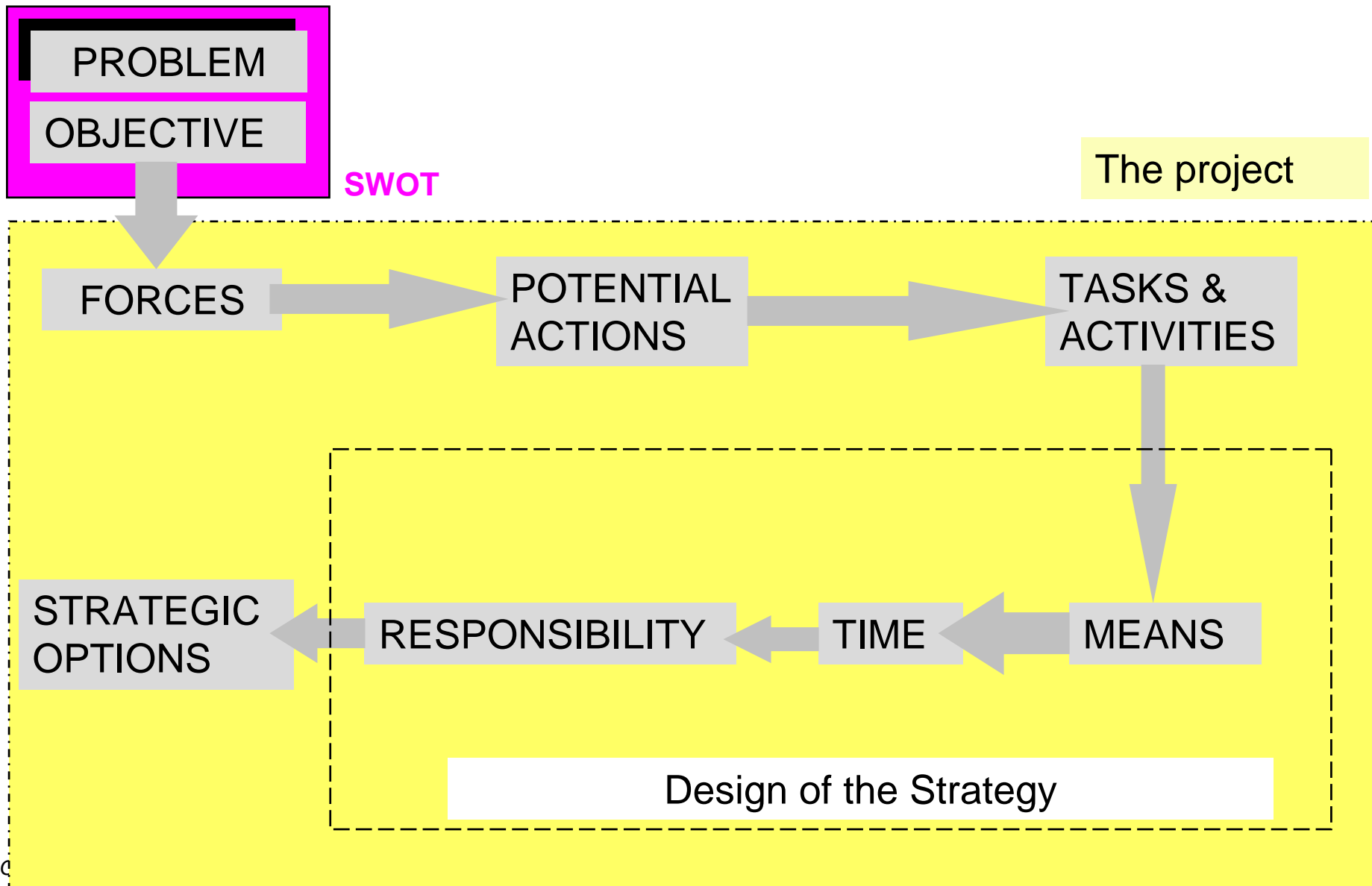
# 7.

**Preparing a project package: strategies, time, resources, responsibilities**

**Searching for the best strategy**

# ACTION PLANNING

## Technique 4: Activity Oriented Planning





# SUMMARY:

## **1 Problem Identification**

What is the problem?

What is functioning well and what is not functioning well?

Whose problem is that?

## **2 Formulation of the Strategies to deal with the Problem**

What can we accomplish to reach in another better situation?

Which are the ways possible to deal with the problem? How do we move from here onwards?

## **3 Agree with the options, and choose the plans of actions!**

What to do?

How to get it done?

Who will be in charge?

How is it done, for whom and with which goal?

## **4 Planing the Implementation**

Which are the essential steps to initiate the process?

With what means and within what period of time?

Which are the actions and who is responsible? How do I measure it?

# 1.

## Identification of the Problems and situation auditing: assessing the context and its local conditions

- What are we looking for?
- Problems, why do they exist and for whom they exist?
- List of priorities through a game of roles and interaction!
- Consensus about the problems.
- Critical questions.
- Understanding conflicting questions
- Checklist.

# 2.

## Define Strategies

- Check list!
- Priorities per teams/working groups
- Urgent needs, short-term and long-term necessities
- List of actions

# 3.

## Consensus about the Program of Actions

- Desirable actions
- Alternative course of actions
- Relationship costs-benefits
- Decisions: options technically viable but payable, desirable but financially viable.

# 8.

## Oude Noorden Distric Rotterdam

Searching for the best strategy for  
neighbourhood development







# CONTEXT: a selected Favela in Rio





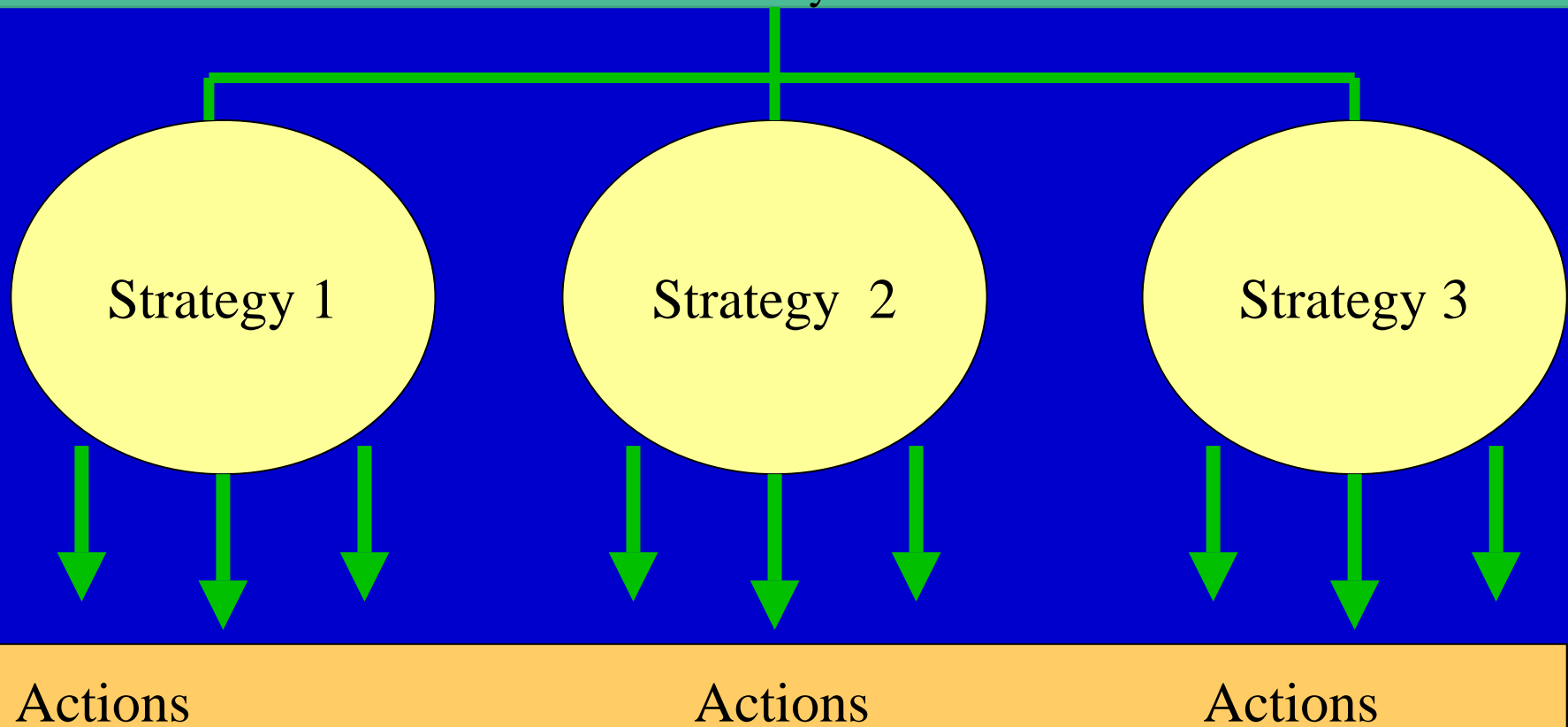
# OBJECTIVE OF THE PLAN OF ACTION

To assure the comprehensive urbanisation of the favelas  
Morro do Cruz, França Júnior e Buraco Quente  
favouring the active participation of the  
inhabitants – from projet conception to final delivery  
and management of the benefits accomplished  
with the plan and accepting the economic  
sustainability and viability of the locality  
within 3 years.



To assure the comprehensive urbanisation of the favelas  
Morro do Cruz, França Júnior e Buraco Quente favouring the  
active participation of the inhabitants – from projet conception to final delivery  
and management of the benefits accomplished with the plan and  
accepting the economic sustainability and viability of the locality

within 3 years







# OBJECTIVE

Enlargement of the mechanisms of communication and decision making power of the residents from inception phase until final delivery of the program.

Mobilisation and capacity building of all community actors geared to establish public-private community partnerships to foment local economic opportunities.

Implementation of urbanisation (public works) as a vehicle to promote social cultural processes.

Actions

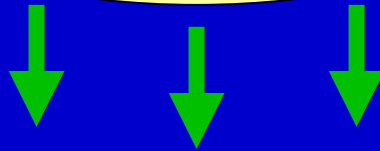
Actions

Actions



# Estrategy 1

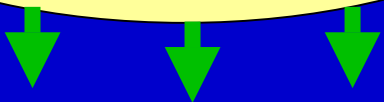
Enlargement of the mechanisms of communication and decision making power of the residents from inception phase until the final delivery of the program.



1. Elaboration of a policy document on participation
2. Preentation of the policy document ot the city mayor, secretariat, local representatives
3. Institutional decision to legitimise the channel of participation
4. Elaborate and implement a working plan
5. Operationalise the channel of participation – thematic council
6. Capacity-building of residents in projects of sanitary and environmental education

# Estratégia 2

Mobilisation and capacity building of all community actors geared to establish public-private community partnerships to foment local economic opportunities.

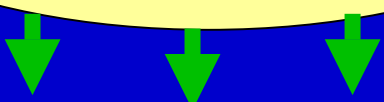


1. Levantamento dos atores privados locais/ entorno - potenciais parceiros
2. Criação de conselhos temáticos e comunitários
3. Definição de instrumentos de parceria
4. Definição de uma agenda de trabalho
5. Organização de eventos de mobilização comunitária
6. Motivar relações de vizinhança com entorno
7. Organização de cursos de capacitação profissional elementar e intermediaria/estágios
8. Encaminhamento da comunidade para cursos/estágios/postos de trabalho
9. Captação de pequenos créditos



# Estratégia 3

Implementation of urbanisation (public works) as a vehicle to promote social cultural processes.



1. Formação e institucionalização de uma equipe de gestão facilitada - com existência predeterminada: 3 anos (PPP, multidisciplinar-sectorial inter-institucional)
2. Integrar/ articular o projeto vencedor com o plano de ação
3. Requalificação dos espaços destinados a produção/economia local
4. Compatibilizar redes existentes com a rede futura
5. Estabelecer um centro de referencia para implantação de programas sócio-culturais na área do reservatório da CEDAE
6. Criar sistema de manutenção, gestão e monitoramento local da rede implantada
7. Inclusão dos projetos no Plano Anual de Trabalho dos órgãos municipais
8. Criar mecanismos de apropriação das melhorias/ benfeitorias implantadas
9. Implantação de linhas de ônibus - transporte público integrado



DE  
ESIBIL  
MERC

## Perspectiva Recursos

Orçamento/mês	%
Captação de recursos	R\$

## Perspectiva Moradores

Solicitações/respostas	%
Lixo retirado	T
Depredação equip. implant.	%

## Perspectiva Processo

Tarefas executadas/mês	Nº
Reuniões oferecidas/mês	Nº
Doenças p/ causas hídricas	Nº

Objetivo  
Estratégia 1  
Estratégia 2  
Estratégia 3

## Perspectiva Aprendizagem

Idéias novas/mês	Nº
Erros e acertos/mês	Nº

# THE END