

PD-ARS-963  
107724

**PROJET ELARGI DE GESTION DES RESSOURCES NATURELLES**

**EXPANDED NATURAL RESOURCE MANAGEMENT ACTIVITY**

*Winrock International-VITA-Land O'Lakes-FICA-PRIDE/Formation  
USAID - DNEF*

République de Guinée



**PEGRN**

**ANNUAL REPORT**

of the

**EXPANDED NATURAL RESOURCE MANAGEMENT ACTIVITY**

**October 1999 – September 2000**

**WINROCK INTERNATIONAL  
INSTITUTE FOR AGRICULTURAL DEVELOPMENT**

Report No. 82

November 2000

## TABLE OF CONTENTS

<b>A.</b>	<b>Introduction</b>	<b>1</b>
<b>B.</b>	<b>Results Framework and Indicators</b>	<b>7</b>
	SO1 Results Framework	7
	ENRMA Performance Indicators	7
	ENRMA 18-month Workplan	7
<b>C.</b>	<b>Current core activities</b>	<b>11</b>
	Intermediate Result 1	11
	Intermediate Result 2	24
	Intermediate Result 3	43
	Intermediate Result 4	65
<b>D.</b>	<b>Health and Environmental Protection Activity</b>	<b>69</b>
<b>E.</b>	<b>Training</b>	<b>75</b>
<b>F.</b>	<b>Monitoring and evaluation</b>	<b>78</b>
<b>G.</b>	<b>Performance evaluation</b>	<b>81</b>
	IR1 indicators and benchmarks	81
	IR2 indicators and benchmarks	82
	IR3 indicators and benchmarks	84
	IR4 indicators and benchmarks	88
<b>H.</b>	<b>Problems and lessons learned</b>	<b>90</b>
<b>I.</b>	<b>Administration</b>	<b>93</b>
<b>J.</b>	<b>Consultants and reports</b>	<b>95</b>
<b>K.</b>	<b>Perspective March 2001</b>	<b>96</b>
<b>L.</b>	<b>Conclusion</b>	<b>100</b>
<b>Appendices</b>	<b>1</b>	<b>18-month Workplan for the period 10/1/99 to 3/31/01</b>
	<b>2</b>	<b>Organigram of the ENRM project</b>
	<b>3</b>	<b>List of personnel as of September 2000</b>
	<b>4</b>	<b>List of publications</b>
	<b>5</b>	<b>Training activities</b>

## ACRONYMS AND ABBREVIATIONS

ACA	Association pour la Commercialisation Agricole (the new name for FICA)
ACIC	Agricultural and Commercial Information Centre
ATL	Agent technique de liaison (a FICA agent working at the regional level)
AVG	Agent de vente des groupements (a FICA agent working with cooperatives at the village and District level)
AVP	Agent de vente des préfectures (a FICA sales agent working at the prefecture level)
C <sup>3</sup>	Caisse Communautaire de Croissance (rural savings and loans cooperative)
CBO	Community-based organisation
CBNRM	Community based natural resources management
CRD	Communauté Rurale de Développement (a grouping of communities in a given area equivalent to the sub prefecture in rural areas)
CDE	Centre de développement des entreprises (the small business and training centers established by the project)
DNEF	Direction Nationale des Eaux et Forêts (the National Forestry Service)
ENRMA	Expanded Natural Resource Management Activity
FG	Franc Guinéen (the Guinean currency—the rate of exchange was about 1,530 FG/\$ in October 1999 and is now about 1,930 FG/\$ (November 2000)
FICA	Fondation pour l'Investissement et la Commercialisation Agricole (see also ACA)
FtF	Farmer-to-Farmer. The program operated by Winrock which sends American volunteers to Guinea to provide training and technical assistance to farmers in Guinea.
GNF	Guinean Franc. The same as FG.
GOG	Government of Guinea
GRN	Gestion des Ressources Naturelles (natural resources management or NRM)
Ha	Hectare – a unit of area equal to 10,000 m <sup>2</sup>
HEPA	Health and Environmental Protection Activity
IIP	Initial Intervention Plan
IR	Intermediate Result (in AID's Results Framework)
LOL	Land O'Lakes
MIS	Marketing and Information Specialist
NGO	Non Government Organisation
NRM	Natural Resources Management
PEGRN	Projet Elargi de Gestion des Ressources Naturelles (the French name for the ENRMA)
P/F	Pride / Formation (a national NGO sub-contracted to VITA to provide training in small business development)
PGRN	Projet de Gestion des Ressources Naturelles (the former AID-funded NRM project in Guinea which ended in 1999)
PMP	Performance Monitoring Plan
PRA	Participatory Rural Appraisal
SO1	Strategic Objective No.1 for USAID in Guinea
SOW	Scope of Work
USAID	US Agency for International Development
VITA	Volunteers in Technical Assistance

## A. INTRODUCTION

This report is the first annual report submitted by the Winrock International Institute for Agricultural Development to USAID under Award No 675-A-00-99-00222-00, which relates to the implementation of the Guinea Expanded Natural Resource Management Activity or ENRMA<sup>1</sup>. The Award was signed by Winrock on 22 September 1999, and implementation of the ENRMA effectively commenced on October 1, 1999. The ENRMA will run for a period of five years. This report presents and discusses project activities over the period 1 October 1999 to 30 September 2000.

The award cited above was granted to Winrock under USAID Grant Agreement No. 675-0234, a strategic objective grant agreement between USAID and the Republic of Guinea, the objective of which is defined as : *Increased use of natural resource management practices.*

This Strategic Objective (SO) has four intermediate results or IRs:

*IR1: Natural resource management planning skills acquired and applied by community-based organizations*

*IR2: Farm production and productivity increased and sustained*

*IR3: Small and micro enterprise activities increased*

*IR4: Favorable policy environment established*

The planning and execution of Winrock's program of activities in Guinea under the ENRMA reflects this framework in the sense that the technical teams are broadly organized along these results-oriented lines. The presentation of activities in this report also follows this structure.

Winrock implements the ENRMA as the lead agency of a consortium of NGOs which comprises:

- Volunteers in Technical Assistance (VITA), based in Arlington, Virginia, USA
- Land O'Lakes Inc, based in Arden Hills, Minnesota, USA
- The Fondation pour l'Investissement Agricole (FICA), based in Conakry, Guinea

In addition, VITA sub-contracted with an NGO in Guinea called Pride/Formation--an NGO with extensive experience providing training to small businesses.

In general terms, Winrock takes the lead on IR1 and IR4; VITA manages IR3; and Land O'Lakes, FICA and Winrock share responsibility for IR2. The Government's counterpart agency is the National Forestry Service, known as the *Direction Nationale des Eaux et Forêts*, or DNEF, which is a Directorate within the Ministry of Agriculture.

---

<sup>1</sup> The ENRMA is also known by its French name, the *Projet Elargi de Gestion des Ressources Naturelles*, or PEGRN. In addition, the ENRMA is sometimes called the ENRMP, where the P for Project replaces the A for Activity.

For the first 18 months of the project, it had been decided by USAID that ENRMP activities would be initiated in six prefectures, namely Kindia, Lelouma, and Tougué in the Fouta region; and Guéckédou, Kissidougou and Macenta in the Forest Region of Guinea. This decision was based on a number of factors, but was primarily related to the fact that AID wished to build upon the foundation already laid by the previous NRM project which ended in 1999. The six prefectures indicated above were specified by USAID in the RFA documents to which Winrock responded in preparing its technical proposal for the ENRMA in early 1999.

After meeting with local authorities and regional government services in each of these prefectures, a decision was taken together concerning the sub-prefectures, or CRDs<sup>1</sup>, in which the project would commence activities. The table below shows the CRDs in which the project was operating at the beginning of the year 2000<sup>2</sup>. Maps showing the Prefectures and CRDs where the ENRMA commenced its program of activities in early 2000 are shown on pages 3,4, and 5.

**Table 1 The Prefectures and CRDs in which the ENRMA is working**

Prefecture	Priority CRDs
Kindia	Sougueta
	Kolenten
Tougué	Tougue Centre
	Koin
Lelouma	Lelouma Centre
	Balaya
Gueckedou	Ouende-Kenema
	Guendembou
Kissidougou	Yende-Millimou
	Yombiro
Macenta	Vasérédou
	Boffossou

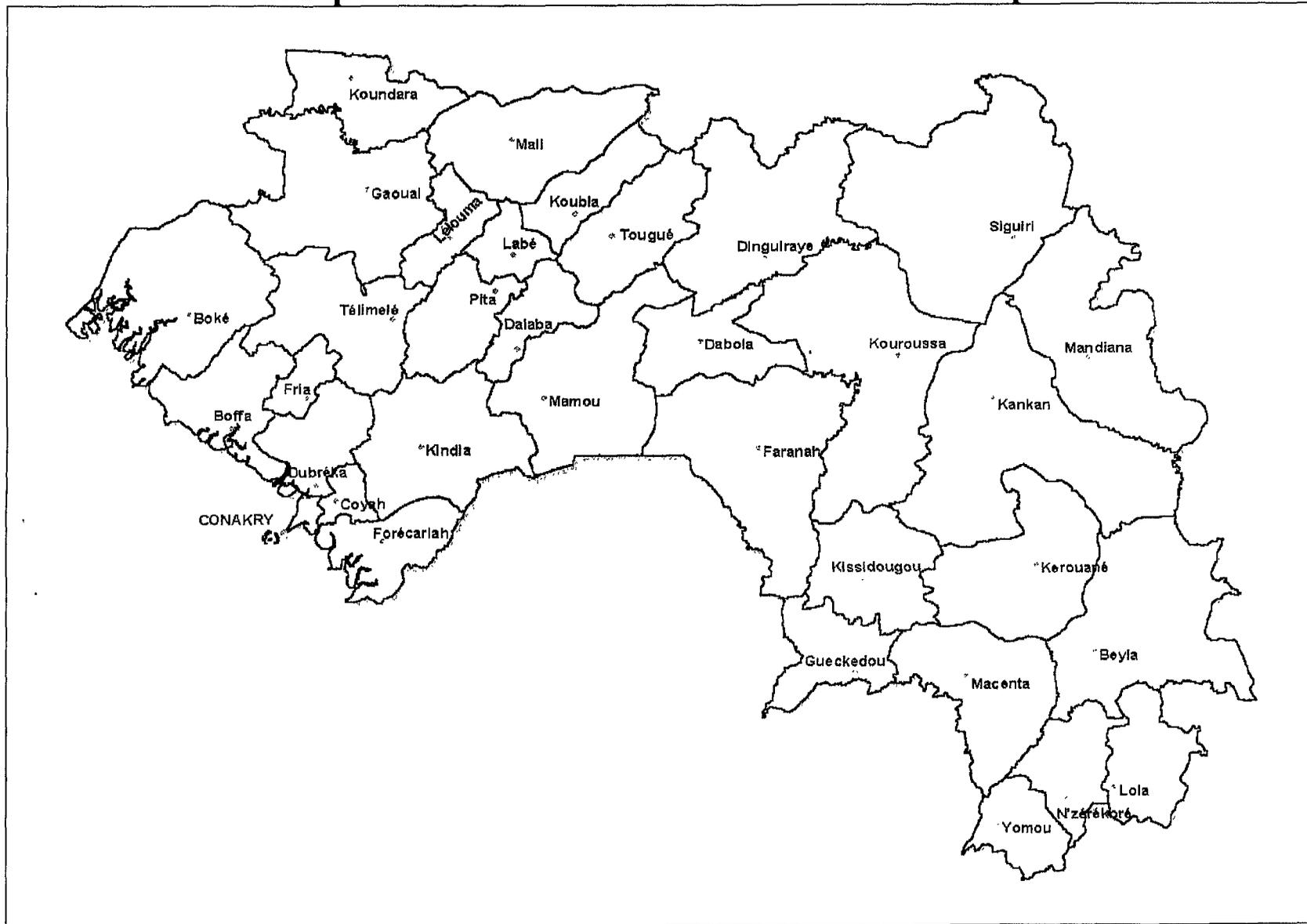
Each CRD in Guinea has several Districts. Between two and five Districts in each of the priority CRDs were subsequently chosen as areas in which project activities would commence. The names of the Districts are shown in the table on page 6.

To manage activities in the six prefectures indicated in the table above, the project established a main office in Conakry, and regional offices in Labé and Guéckédou. Smaller sub-regional offices were subsequently established in each of the six prefectures targeted by the project for the first phase of activities.

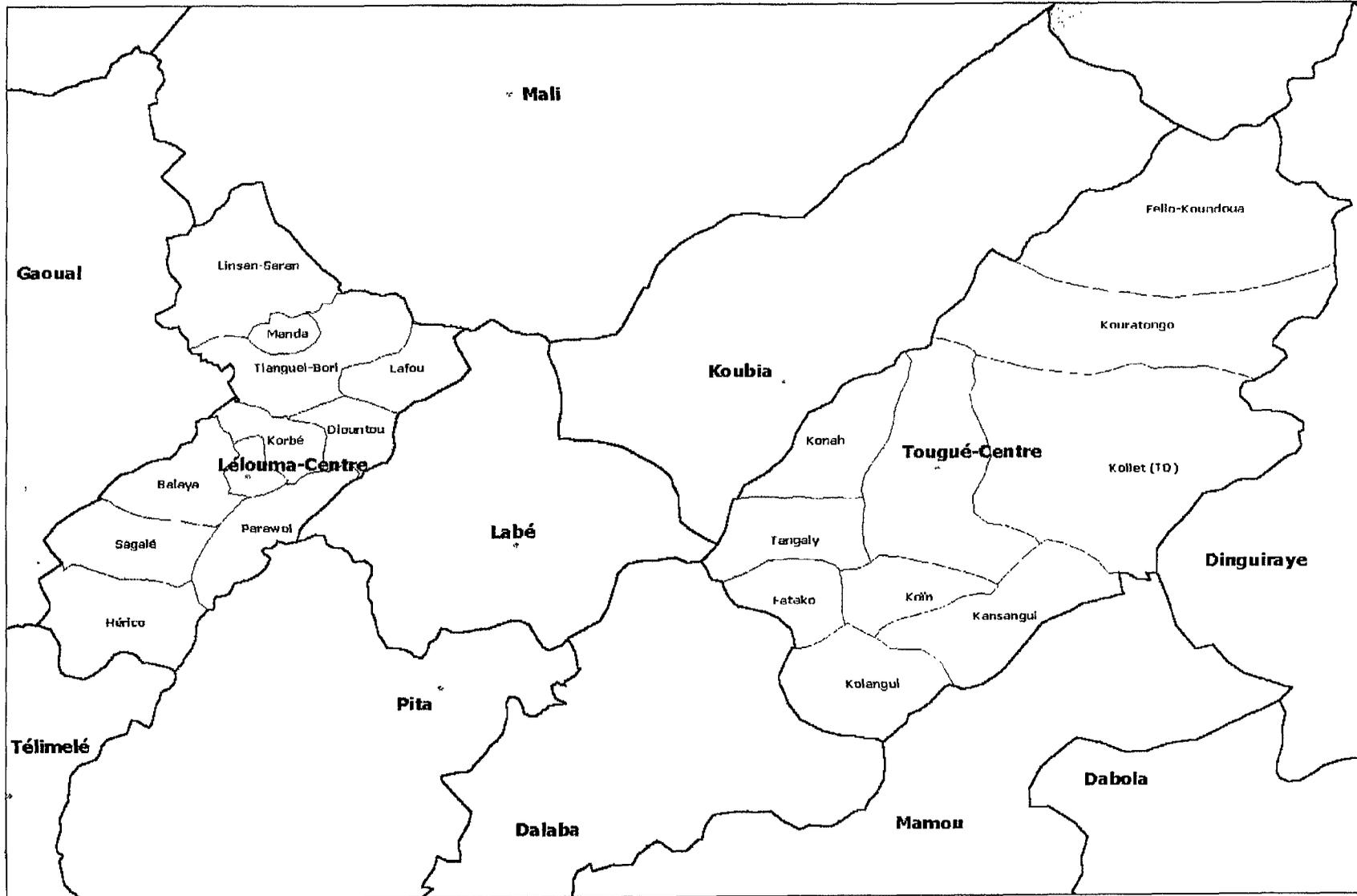
<sup>1</sup> A CRD is a *Communauté Rurale de Développement* and defines a community within an administrative area which, in rural areas, coincides almost exactly with the sub-prefecture.

<sup>2</sup> But see Section H for the situation as of October 2000.

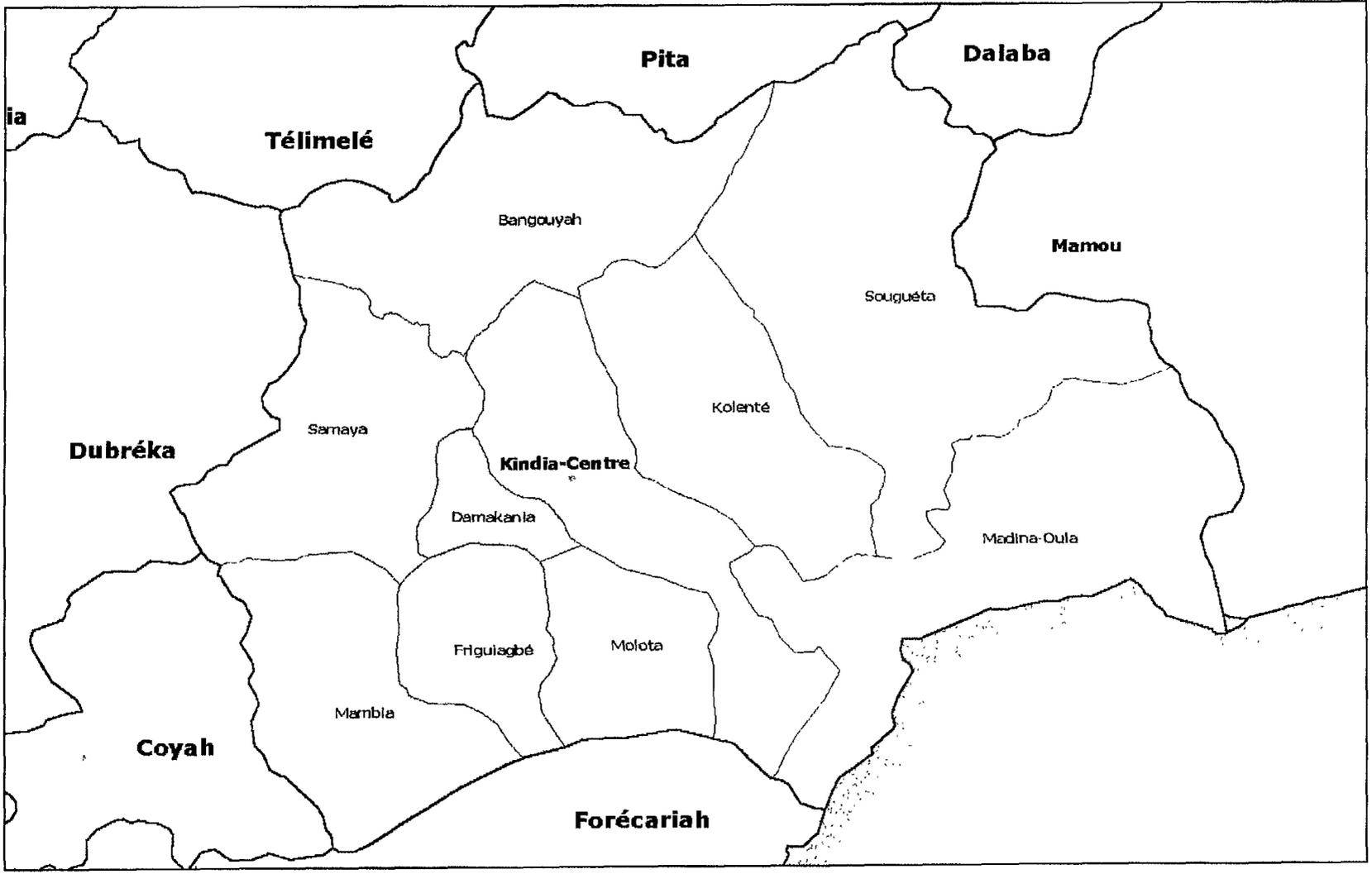
## Map of Prefectures in Which the ENRMA is Operational



## Map of Lélouma and Tougué Prefectures showing CRDs



# Map of Kindia Prefecture showing CRDs



**Table 2 The Districts Selected by the Project for the First Phase of Activities**

<b>PREFECTURE</b>	<b>CRD</b>	<b>DISTRICTS</b>
<b>TOUGUE</b>	Tougué centre	Ballama Kalanka Tougué I Tougué II
	Koin	Koin I Koin II Malipan Siguiria Kaffa
<b>LELOUMA</b>	Lelouma Centre	Diala Petel Dyinkan
	Balaya	Balaya Centre Dar es Salaam Hore Dioli Djidala
<b>KINDIA</b>	Sougueta	Sougueta Centre Taffery Linsan
	Kolenten	Kolenten Centre Siguiton Wolea Misside
<b>KISSIDOUGOU</b>	Yende Millimou	Yende Millimou Centre Walto Touffoudou Fandou
	Yombiro	Yombiro Centre Bagbe Bamba Korodou Dankaldou
<b>GUECKEDOU</b>	Ounde Kenema	Koloadou Kenema Centre Dogbodou
	Guendembou	Badala Guendembou Centre Boukoussou
<b>MACENTA</b>	Vassérédou	Vassérédou Centre Kouloudou
	Boffosou	Boffosou Centre Ozaolazou Doezia Nianguézazou

## **B. RESULTS FRAMEWORK AND INDICATORS**

### **SO1 Results Framework**

The results framework for AID's first strategic objective, SO1, is shown on page 8. The ENRM project is the largest project funded under this strategic objective and, as such, it includes a comprehensive program of activities which contribute to each of the intermediate results shown in the framework.

### **ENRMA Performance Indicators**

In its technical proposal to USAID in May 1999, Winrock set out a detailed list of 76 performance indicators and results which Winrock proposed to meet over the life of the ENRM project. These performance indicators remain the basis for the definition of benchmarks and targets which Winrock and its partners NGOs intend to achieve over the five-year period of the project. The principal results which the project plans to achieve are as follows :

- Over 100,000 ha of classified and community forests jointly managed by communities and the Forestry Service under a collaborative management approach
- 150 community-based natural resources management (NRM) plans developed and successfully implemented
- More than 13,800 villagers trained in sustainable NRM practices
- 20,000 villagers trained in and applying sustainable agricultural techniques
- At least 25,000 ha of agricultural land sustainably and productively managed
- More than 1,800 small and micro enterprises created and operational, and more than 4,500 small and micro enterprises growing in capacity
- More than 2,800 jobs created
- 200 land use agreements signed between land owners and communities

The full set of performance indicators is shown in the table on page 9.

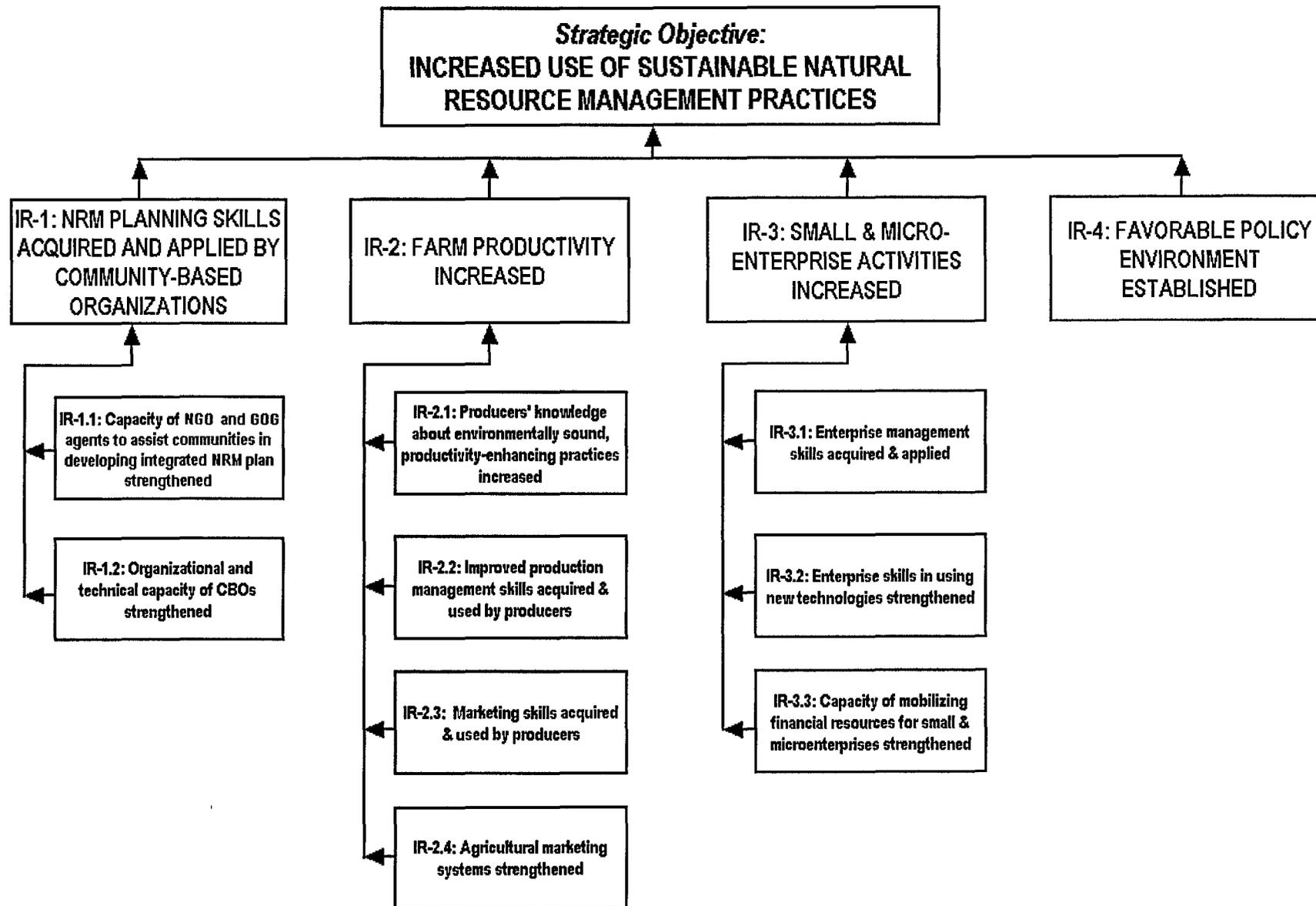
### **ENRMA 18-month Workplan**

One of the first tasks of the team at the start of the project was to develop an 18-month work plan. This was accomplished during a 3-day workshop which ran from November 30 to December 2, 1999. A total of 17 participants attended the workshop and took part in the planning activities which resulted in the development of a detailed 18-month workplan. The agencies involved in the planning process included:

- USAID (the SO1 team)
- Winrock International
- VITA
- Land O'Lakes
- FICA
- Pride/Formation
- Direction Nationale des Eaux et Forêt

The 18-month workplan specified 44 activities and proposed a set of 81 indicators specifically for the period October 1, 1999 to March 31, 2001. This workplan was subsequently approved by AID in December 1999. The full 18-month workplan, including all the indicators, is presented in Appendix 1.

**USAID/GUINEA  
NATURAL RESOURCE MANAGEMENT STRATEGIC OBJECTIVE - RESULTS FRAMEWORK**



**Table 3 Illustrative Schedule of Performance Indicators and Results**

Intermediate Result Level Indicators	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
<b>IR 1: Natural resource management planning skills acquired and applied by community-based organizations (CBOs)</b>						
Number of NRM plans developed by communities and accepted according to selected criteria	30	35	40	45	50	200
Percentage of NRM plans successfully implemented		50%	60%	70%	75%	75%*
Percentage of accepted NRM plans prepared with assistance of NGO or GOG agents	85%	90%	100%	100%	100%	95%
Percentage of NRM plans prepared with assistance of NGO or GOG agents which are successfully implemented		40%	60%	70%	75%	75%*
Number of NRM planning workshops led by NGO and GOG staff	120	140	160	180	200	800
Number of participatory community assessments carried out with assistance from GOG or NGOs	26	32	40	45	50	193
Number of NRM demonstrations or community protected areas established with technical assistance from GOG or NGOs	60	100	145	165	185	655
Number of training sessions, field days, or cross-visits to provide training to community members on NRM practices	195	225	260	290	325	1295
Percentage of natural resource management committees created which are functional		65%	75%	85%	95%	95%
Community training plans developed based on needs identified in NRM plans (including skill requirements to be achieved)	30	35	40	45	50	200
Number of farmer outreach leaders trained	90	105	120	135	150	600
Number of community members trained	1,200	2,400	3,000	3,500	3,750	13,850
Percentage of trained community members adopting improved NRM practices	65%	70%	75%	80%	85%	75% (ave.)
Rate of second tier adoption through community level transfer of improved NRM practices	55%	60%	65%	70%	75%	65% (ave.)
<i>* Plans prepared in year 5 won't be fully implemented until following year</i>						
<b>IR 2: Producers' productivity in activity zone increased</b>						
Number of producers who invest in production practices that improve productivity in a sustainable manner	3,000	3,000	4,000	4,000	6,000	20,000
Percentage of females among producers who invest in production practices	33%	40%	40%	40%	40%	37% (avg)
Number of producers in activity zone capable of describing at least two practices which increase productivity	1,500	1,500	2,000	2,000	3,000	10,000
At least 25,000 hectares are maintained under NRM practices	3,000	4,000	6,000	7,000	5,000	25,000
Producers experiencing a 5% increase in productivity	3,000	3,000	4,000	4,000	6,000	20,000
Number of female producers experiencing a 5% increase in productivity	1,000	1,200	1,600	1,600	2,400	7,800
Producer cooperatives officially registered and profitable		5	10	10	15	40
Number of producers who develop and implement a simple production plan	3,000	3,000	4,000	4,000	6,000	20,000
Number of female producers implementing a simple production plan	1,000	1,200	1,600	1,600	2,400	7,800
Number of producers incorporating financial mgmt skills into operations	3,000	3,000	4,000	4,000	6,000	20,000
Number of producers/producer groups who experience 5% increase due to new practices	3,000	3,000	4,000	4,000	6,000	20,000
Number of producers who develop loan applications	1,500	1,500	2,000	2,000	3,000	10,000
Number of producers who receive approved loans	500	500	1000	1500	1500	5,000
New agricultural-based enterprises are established	25	25	50	50	50	200
Number of producers using marketing information for their marketing strategy	3,000	3,000	4,000	4,000	6,000	20,000
Increase percentage value of produce marketed by participating producers	5%	5%	5%	5%	5%	5% (avg)
Number of industry associations established	1	2	2	2	3	10
Number of associations experiencing 10% growth annually		2	2	3	3	10
Number of producer associations in activity zone which carry out marketing activities	1	2	2	2	3	10
New marketing tools introduced by FICA	1	1	1	1	1	5
Percent increase in number of producers reached with FICA market information	10%	10%	10%	10%	10%	10% (avg)

Intermediate Result Level Indicators	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Number of new paying industry clients for FICA information		25	25	25	25	100
Number of workshops/seminars in financial and administrative management	9	12	12	12	12	57
Number of business strategies developed by collaborating NGOs	3	6	6	6	6	27
Number of farmer to farmer exchange/demonstration workshops conducted	50	100	100	150	150	550
Number of extension agents/community leaders attending NGO sponsored workshops	75	100	100	125	150	550
Increase in number of farmers having access to credit	10%	10%	15%	15%	15%	13% (avg)
Increase volume of marketed major products (%)	5%	5%	5%	10%	10%	7% (avg)
Increase in income from farm and nonfarm activities (%)	5%	5%	5%	10%	10%	7% (avg)
Increase in yields from key food crops (%)	5%	5%	5%	5%	5%	5% (avg)
<b>IR 3: Micro and Small Enterprise Activities Increased</b>						
Number of enterprises newly-established in targeted areas	224	280	350	438	547	1,839
Number of enterprises expanded in targeted areas	364	962	988	1,087	1,196	4,597
Number of jobs created in targeted areas	349	437	546	683	853	2,868
Number of enterprises which adopt new technologies in activity zones	108	140	182	237	309	976
Information center operational self sufficiency	5%	15%	30%	40%	50%	50%
Number of Monthly information center visitors	50	150	250	300	400	1,150
Number of persons receiving Entrepreneurship training	240	264	290	319	351	1,464
Number of persons receiving Enterprise Creation training	50	200	230	264	304	1,048
Number of simple business plans developed according to sound enterprise management principles by enterprises in activity zones	240	312	405	527	686	2,170
Number of business plans executed successfully	96	125	162	211	274	868
Number of enterprises having experienced increased sales	237	625	642	707	777	2,988
Number of persons receiving Marketing training	75	125	156	195	243	794
Number of persons receiving Customer Service training	75	125	156	195	243	794
Number of persons receiving Simple Accounting training	30	42	59	83	117	331
Number of persons receiving Business Planning training	35	47	64	86	116	348
Number of persons receiving training in Preparing Bids and Proposals	45	59	76	99	129	408
Number of enterprises which adopt new technologies in activity zone	108	140	182	237	309	976
Number of loans granted on commercial basis to enterprises in targeted zones	258	562	1,050	1,444	1,836	5,150
Number of enterprises mobilizing internal resources	750	1,125	2,100	2,400	2,700	9,075
Number of local community savings and loans associations created in the target areas	12	18	24	24	24	102
<b>IR 4: Enabling Policy Environment Established</b>						
Number of forests co-managed by the community and government services		2	2	1	2	7
Number of land use agreements between land owners and land users/communities signed	15	30	40	60	55	200
Number of radio messages concerning the application of the Land Code and the Forest Code	2	4	5	6	5	22
Number of natural resource-related Codes, "textes d'application" and other documents concerning policies and procedures translated in local languages	2	3	4	4	5	18
Number of seminars, workshops, and extension meetings concerning the content of national policies and procedures	3	7	8	9	10	37
"Textes d'application" of the Land Code promulgated for the rural areas.			1			1
Number of GOG and NGO agents trained in written land use contract procedures	30	70	120	150	200	570
Development of a feedback mechanism that allows information concerning the impact of national policies at the community level to flow back to national level policy makers.		1				1
Number of forest baseline studies completed which provide basic information for drafting a forest management plan for co-management by local communities.	2	1	2	1	2	8
Number of forest management plans completed	1	2	2	1	2	8
Number of forest surveys completed	2	1	2	1	2	8
Number of forest co-management committees formed	2	1	2	1	2	8

## **C. CURRENT CORE ACTIVITIES**

### **C1. Intermediate Result 1**

#### *Natural resource management planning skills acquired and applied by community-based organizations*

The strategy of the ENRMA is based on a participatory approach to natural resource management and planning, which builds on the experience and the lessons learned from the former NRM project. The principal stakeholders are the rural communities and the national forestry service. The role of the project is to initiate and facilitate the process, and to build institutional capacity both at the level of the communities, in participating NGOs, and in the regional and national government services responsible for the planning, execution, and monitoring and evaluation of NRM programs.

Intermediate Result 1 has two sub intermediate results which define the near-term objective for activities initiated during the first 18 months of the project. These sub IRs are :

- The capacity of NGOs and Government service agents to assist communities in planning and integrated natural resources management plans is strengthened.
- The organizational and technical capacity of community-based organizations is strengthened.

Achieving this intermediate result therefore requires that NGOs and GOG agents in project zones possess stronger planning skills--which are to be achieved through training, technical exchanges, and other forms of methodological and institutional support. The project, while relying on the strengthened capacities of NGOs and GOG agents, also aims to reinforce the organizational capacity of community actors with respect to the management of their natural resources.

The acquisition of skills and competence is a process which inevitably goes through several stages. In the framework of the sustainable management of natural resources, promoting awareness by rural communities of the pace and extent of the deterioration of the natural resource base is a fundamental first step.

#### **1.1 Organization of planning workshops in 6 Prefectures**

It should be recalled that it had been decided by USAID that the ENRM project would commence activities in the Prefectures of Kindia, Tougué, Lélouma in the Fouta Djallon region, and in Kissidougou, Guéckédou and Macenta in the Forest region.

A first task of the project team was therefore to develop a methodology which would facilitate the prioritization of the CRDs in each Prefecture, and the selection of Districts in each CRD, in order to determine the communities the project would target during the first 18-month phase.

The approach taken was to visit each of the Prefectures and to organize a meeting to which were invited :

- The Prefet and his advisors
- The technical service personnel present in the Prefecture
- Local NGO representatives
- Local DNEF personnel

The objectives were to :

1. Inform the participants of the objective of the project and the results expected over the next five years,
2. Prioritize the CRDs using a participatory approach which ranked the CRDs according to criteria developed in collaboration with the participants

The meetings in the six Prefectures took place between December 1999 and February 2000. As noted above, the criteria for the prioritization of the CRDs were developed with the participants but they typically included :

- Good forest resources—preferably classified forests should be in the area
- High agricultural potential
- Dynamic communities in the area
- Strong economic potential
- Reasonably good access and no insecurity concerns
- No other major projects in the area

Based on these criteria, participants ranked the CRDs and identified those in which it was proposed that the project should commence activities. Two CRDs were selected in each Prefecture.

Further meetings were then held in each of the priority CRDs. The local authorities and the District Presidents were invited, and a brief questionnaire was completed for each District which provided information and data on the natural resource base and an overview of agricultural and economic activity. The CRDs were evaluated with respect to :

- Existing natural resources (e.g. classified forests, community forests, water courses and springs)
- Agricultural potential (fertile plains and zones amenable to natural irrigation)
- Agro-economic potential (population density, number of markets, etc..)

Based on these data, in-house knowledge of the zones, and the application of a set of criteria related to the feasibility and desirability of working in each zone, between two and five Districts were selected in each CRD. The Districts are listed in Table 2 on page 6.

## **1.2 Preparation and Implementation of Natural Resource Management Plans**

A first task under this program of activities was the definition of terms of reference for the selection and recruitment of participating NGOs. Five NGOs were selected in the preliminary review of NGOs for working in the Fouta region, and after on-field review of their performance, three NGOs were engaged by the project. Three NGOs were also engaged to work in the Forest region.

Training was essential for strengthening the technical capacity of the NGOs. Training focused on both the methodological aspects of the process of training villagers, and on the purely technical aspects of evaluating the status of the local resource base and developing the community-based NRM plans. The training sessions were scheduled as follows:

- Two sessions of training of trainers on the methodological approach in developing natural resources management plans were organized in Labé and in Guéckédou. Thirty one (31) people including 11 NGO workers and 10 GOG agents from the six CRDs participated in these workshops;

- Three sessions of training of trainers on the technique of collecting honey from Kenyan hives were conducted. A total of six trainer-farmers took part in these training sessions in Linsan Saran, Diaforé and Souguéta.

#### Selection of sites

For the probationary period of the NGOs engaged to work in the Fouta region, the NGO agents were allocated to sectors in the Districts of Lélouma Center, Balaya and Djidal, and then Linsan, Souguéta Center and Taffory. The objective here was not to make a choice of sites, but rather to conduct practical on-site training for the agents. Before this training took place, 12 sectors where the former project<sup>1</sup> operated, and 12 sectors in the three prefectures of the forest region were visited. These site visits aimed at presenting the project and at prioritizing the sectors in discussions with local authorities and community leaders.

At the present time, six NGOs are working in the areas shown in the table below<sup>2</sup>:

	NGO RESPONSIBLE	DESIGNATED PERSONS	PREFECTURE	CRDs
L A B E	BALLAL GUINEE	Maoul Ainy Cherif BAH and Thierno Aliou TOUNKARA	TOUGUE	KOURATONGO (BRP) TOUGUE I and II KOIN
	UGVD	Abdourahamane SOW and Djibril SANGARE	LELOUMA	LINSAN SARAN (BRP) CENTRE BALAYA and DJIDALA
	ADEG	Mamadou DIALLO and Mamadi DOUBOUYA	KINDIA	SOUGUETA (BRP) LINSAN and TAFFORY
G U E K E D O U	IBGRN	Saa Joseph LENOU and Andrian BEKO	GUECKEDOU	GUENDEMBOU and OUENDE KENEMA
	AACG	Philippe MILLIMONO and a second person	KISSIDOUGOU	YENDE MILLIMO and YOMBIRO
	AUDER	Georges DOPAVOGUI and Akoï GUILAVOGUI	MACENTA	BOFOSSOU and VASSEREDOU

UGVD : Union Guinéenne des Volontaires du Développement  
 ASEG : Association pour le Développement de l'Environnement Guinéen  
 IBGRN: Initiative de Base pour la Gestion des Ressources Naturelles  
 AACG : Association des animateurs Communautaires de Guéckedou  
 AUDER : Acteurs Unis pour le Développement et Equipement Rural

To date, 50 participatory evaluations have taken place in the six prefectures covered by the project. They were each held with technical and administrative staff from the Districts on the basis of pre-established and negotiated criteria.

#### Rural community training

At the request of the beekeepers in the 24 villages that had received the Kenyan hives during the former PGRN project, three training sessions on the techniques of honey collection were organized in

<sup>1</sup> The former project was called the *Projet de Gestion des Ressource Naturelles*, or PGRN. The PGRN ended in September 1999.

<sup>2</sup> But see Section H for the latest situation as a result of security concerns in the Forest Region.

collaboration with PGRN technicians. The approach was to carry out training by two farmer-trainees, assisted by a short-term consultant as the principal trainer. This training was justified by the fact that the Kenyan-type hives had been installed for over a year, but as yet no training had been given to the farmers to demonstrate how to collect the honey from the hives.

With the assistance of NGOs and GOG agents trained in the development of management plans, several training sessions for village trainers were organized in the different sectors. It was during these training sessions that village trainers were trained to conduct the resource assessments which were the basis for the development of the natural resources management plans.

The table below shows the training activities carried out in the context of the development of the community-based NRM plans.

Training Theme	Place and dates	Means of verification	Observations
Methodological approach for the development of natural resources management plans	2 - 5 May in Labé, 16 - 19 May in Guéckédou.	Training report and training guide both available.	Training on the diagnostic procedures took place in each sector where the village trainers were located.
Techniques for collecting honey from the Kenyan-type beehives.	23 - 25 May in Koundou 30 May – 1 June in Kirin 14 - 16 June in Missira.	Training and mission reports written by the consultants.	Future training will focus on enterprise development and creating a sales and commercial network .
Village diagnostic procedures for preparing a village NRM plan (training of trainers)	In the different sectors during the period .	NRM plans prepared. Interviews with the trainers .	The village trainers will in turn train others. Over the longer term, independent unassisted NRM planning is the objective.

Several village meetings were organized in the target sectors to explain the approach for the preparation of the community training plans. It was proposed to prepare the training plans for six sectors in each of the prefectures in the Fouta region, and in 10 sectors in each of the prefectures in the Forest region. Unfortunately, in Macenta and in Sougueta this work could not be completed because of security concerns in these zones. Efforts were therefore made to meet planned project outputs by intensifying work in the Fouta region--particularly in the Tougué prefecture.

#### **Preparation of Natural Resource Management Plans**

Before the start of the process, a methodological approach for the preparation of natural resource management plans was developed. The approach is based on current practice, lessons learned from the former project, and the application of participatory techniques and methods such as Participatory Rural Appraisal (PRA), and Gender and Development. During the probationary period for the NGOs, they were requested to implement this approach in five sectors in the Fouta region and three in the Forest region.

During the process of preparing the NRM plans, several *restitution* workshops were held. The first focused on a diagnostic assessment of the status of the resource base, while the last workshop brought together all sectors of the community to review the final plan. It is during these workshops that the communities validate and approve the actions and activities which are proposed for the NRM plan.

The training workshops for the village NRM committees are held at the end of the planning process, since it is only at this point that the community leaders would be in a position to nominate committee members capable of implementing the activities proposed in the plans. This is the principal reason why only five NRM committees, none of them strictly operational, were established during this period. Nevertheless, in each sector where a NRM plan has been prepared, a training activity was

organized which explained to the community the necessity of establishing an NRM committee in the village.

It should be noted the criteria which will be used by the DNEF to approve the NRM plans are in the process of being defined. A draft set of criteria has been submitted to the DNEF for approval.

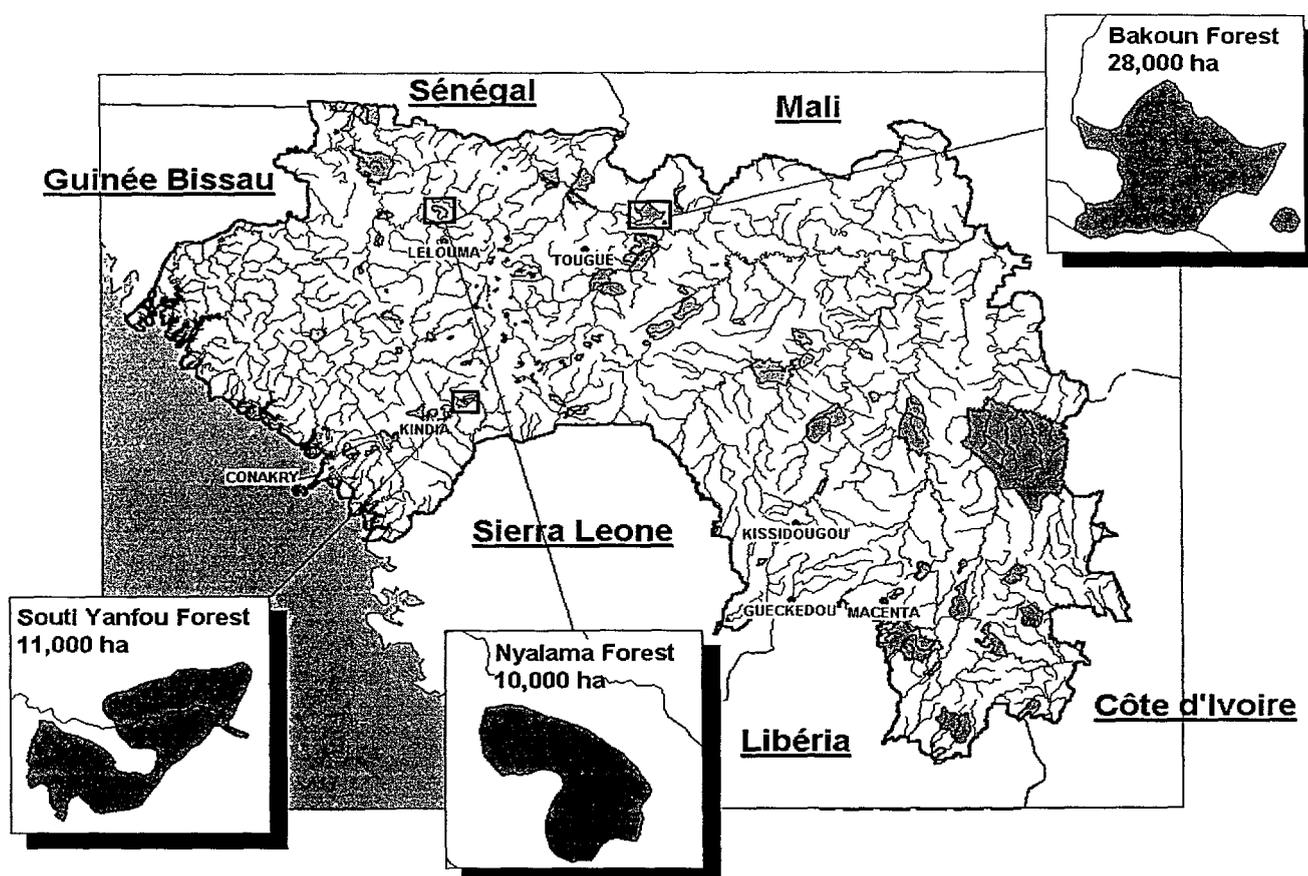
At the time of writing, none of the NRM plans developed with the assistance of the NGOs has been reviewed by the project and the DNEF because the plans have not yet been fully completed by the NGOs. For this reason, none of the activities proposed in the NRM plans has started.

PREFECTURES	CRDs	DISTRICTS	SECTORS	NRM plans	Training plans	Participatory Evaluations
KINDIA	SOUGUETA	S. CENTRE	FALLOULAYE	X		X
	-/-	S. CENTRE	MISSIRA			
	-/-	S. CENTRE	HAMDALLAYE			
	-/-	T. CENTRE	CENTRE			X
	-/-	T. CENTRE	KAGNENDI			X
	LINSAN	L. CENTRE	CENTRE	X		X
	KOLENTEN	K. CENTRE	CENTRE			X
LELOUMA	L. CENTRE	DIALA	DIALA KADJE	X	X	X
	-/-	DIALA	DIALA MISSIDE		X	
	-/-	PETEL	CENTRE			
	-/-	DJINKAN	CENTRE			
	BALAYA	B. CENTRE	CENTRE	X	X	X
	-/-	DJIDALA	WONGORI	X		X
	-/-	DJIDALA	D. CENTRE	X	X	X
	HORE DIOLI	H.D.CENTRE	CENTRE	X		X
TOUGUE	T. CENTRE	TOUGUE 1	SOUMPOURA Cent.	X	X	X
		SOUMPOURA	N'DIRE	X	X	X
		-/-	LEY SEERE	X		X
		BALLAMA	BALLAMA Centre	X	X	X
		-/-	THIOUPIA	X	X	X
		PANDJE FELLO	PANDJE F. Centre	X	X	X
TOUGUE	T. CENTRE	PANDJE FELLO	BHOYE		X	
	-/-	-/-	LEYI PANDJE		X	
	-/-	TOUGUE 2	KOURE TELLY		X	X
	-/-	-/-	KENSSOUMA		X	
KISSIDOUGOU	YENDE MILLIMO	WALTO	W. CENTRE	X	X	X
	-/-	-/-	FIRADOU	X	X	X
	YOMBIRO	BAGBE	B. CENTRE	X	X	X
GUECKEDOU	GUENDEMOU	G. CENTRE	DOMBADOU	X	X	X
	OUENDE KENEMA	DOGBODOU	D. CENTRE	X	X	X
	-/-	-/-	LEPALALO		X	X
	-/-	-/-	WAMANDOU		X	X
	FANGAMANDOU	-/-	YENDE		X	X
	OUENDE KENEMA	K. CENTRE	KAMIAN	X	X	X
	-/-	-/-	KESSEDOU	X	X	X
	-/-	-/-	SOADOU	X	X	X
	-/-	BENDOU	BENDOU CENTRE		X	X
MACENTA	BOFOSSOU	B. CENTRE	BOCKPOZOU	X		X
		B. CENTRE	B. CENTRE	X		X

The table above presents an overview of the NRM activities carried out in the different Districts and sectors in the six Prefectures in which the project is working. However, the table is incomplete because of missing data from the Forest region. This data is unavailable at the time of writing because of the present security situation in the region.

### 1.3 Co-Management of Classified Forests

Three classified forests in Guinea are currently the object of the collaborative management approach being developed and implemented by the ENRM project. The location of the three classified forests : Nialama, Bakoun, and Souti Yanfou is shown on the map below, which also indicates their respective surface areas.



#### Co-management of the Nialama classified forest

A number of activities related to the co-management of the Nialama classified forest occurred during the first project year. The most important of these activities include:

- Twenty-five hectares were delimited and given to the villagers of Kangégandé and Diawbhé in exchange for the same number of hectares that became part of the classified forest. This has been mapped but no formal recognition of the exchange has yet been made by the DNEF.
- DNEF and the Comité Forêt identified the agricultural fields for the year 2000 growing season. This task was completed on 29 January 2000. A team including the Cantonnement Forestier, Chef Section E&F Lélouma and Comité Forêt members identified 111 hectares of land appropriate for cultivation. Together with 19 hectares identified and cultivated in 1998,

the total area to be exploited this year is 130 of the 145 hectares permitted under the management plan.

- Consultant Dr. Paula Williams completed a short-term contract with the project from 15 January to 4 February, 2000, during which she visited Nialama and the Forest Committee, and evaluated the committee's current situation and worked with them to finalize their work plan. Her findings were included in her consulting report.
- UGVD, a regional ONG, completed a short-term contract (17 February-22 March 2000) working with the Comité Forêt to complete various tasks including revising and ratifying their statutes. Copies of the UGVD report are available from the Conakry and Labé offices.
- The Forest Committee completed its technical management plan and finalized revisions of its work plan during a General Assembly held on 15 March 2000. Their revised statutes and internal regulations were also approved.
- PRIDE/Formation trained the 21-member Committee in financial management issues (21-26 March 2000).
- The Committee addressed a letter to the National Director of the DNEF regarding a delay in the payment of forest taxes until after the 2000 cutting season, and requesting permission to begin cutting even in the absence of an operational map.
- A training session on efficient woodcutting techniques was organized for woodcutters in the Nialama area from 19-28 April 2000.
- Twenty-one trees were marked by the Cantonnement and cut by villagers participating in the co-management effort.
- The operational map for Nialama forest was completed in the third quarter of the year 2000.
- Throughout the year, various meetings were conducted with members of the Comité Forêt, Cantonnement Forestier, Coordinateur National Adjoint, and UGVD, a local ONG involved in the co-management work.
- A Performance Improvement Review was organized for 3-7 October, 2000, with the assistance of Rebecca Furth (Initiatives, Inc.). This PIR initiates the project's efforts to establish a participative monitoring program for the Nialama co-management process.

#### **Design and development of training materials for training in the process of co-management**

Consultant Dr. Paula Williams assisted in defining some of the training needs and key topics during her short-term consultancy in Jan/Feb 2000, and the project has developed a training module for the village organizational work related to co-management. In this respect, agents from five national NGOs participated in village organizational training in early May, and then took part in field-based training which lasted for a month in May and June.

#### **The co-management process in the Souti-Yanfou and Bakoun classified forests**

##### **Social and organisational aspects**

The baseline sociological studies were completed in April for both of these forests by a team of 3 Guinean sociologists hired by Winrock specifically for this task. Their findings were an essential element as the project began working closely with the populations surrounding these forests.

A great deal of time and effort during the third quarter was invested in training national NGO agents in extension and animation techniques. A six-day workshop was conducted in Labé for fifteen NGO agents from the Labé region and the Forest Region. They were trained to use a participatory approach for organizing villagers. The specific objective was to prepare the agents for the field where they would immediately apply their newly acquired skills assisting villagers around the classified forests to organize themselves with the aim of developing and facilitating the process of co-management.

A series of extension materials was developed for: 1) general animation techniques, and 2) village and inter-village animation techniques. These materials are under review by DNEF after which they will be edited and adapted before being employed in village organizational work in future classified forests.

Following the training session, fieldwork began by conducting several extension meetings in the villages surrounding the Souti Yanfou Classified Forest in an effort to encourage villagers to organize so that they may negotiate a co-management agreement with DNEF. After the series of village-level meetings was completed, a village assembly was held for all the selected village representatives. During the two-day village assembly a smaller core of representatives was selected through consensus. These Forest Committee members met for a three-day workshop to begin learning about the role and responsibilities of this representative body. This twenty-four member Forest Committee will be responsible for negotiating a co-management plan with DNEF. These different steps were conducted from 8 May to 3 June. The same process was completed in Bakoun during June through August 2000.

Mamadou Saliou Diallo, the Technical Coordinator from the Labé office, and a team of NGO agents carried out the village organizational work for both classified forests. The village organizational work conducted in each forest is discussed in their respective reports, copies of which are available from the project.

Aside from the training phase conducted with the NGO agents, the program for putting in place the co-management committees in each of the forest consists of four initial phases:

- Phase I: Village extension (sensibilisation) work in all the villages surrounding the classified forest with the objective that each village or group of villages selects representatives for a Forest Management General Assembly.
- Phase II: A two-day workshop with General Assembly representatives to introduce more fully the concept of co-management and to create the management committee(s).
- Phase III: A three-day workshop with Forest Committee members during which the objectives of the co-management program were further developed and committee organizational structure and roles and responsibilities of the different actors were examined.
- Phase IV: A one-day workshop for all the partners in the co-management effort, including village representatives, DNEF representatives, CRD representatives and sub-prefect level cadres.

Phases I-III were completed for Souti Yanfou and Bakoun, while, to date, Phase IV has been completed only in Souti Yanfou. Due to the need to begin intensively working on the management plans in each of these forests, Phase IV was postponed for the three Forest Committees in Bakoun.

Village representatives in Souti Yanfou decided, during Phase II, to create only one Forest Committee whereas the representatives in Bakoun chose to create three separate Forest Committees due to the size of the forest and the distances between villages.

In the coming months the Project will work with the newly formed Forest Committees to complete their statutes and internal regulations. The ENRMA will assist these committees to take the steps necessary to formalize their organizations. In the upcoming year the committees and other community members will receive training in institutional management and organization, financial management and technical natural resource management skills.

#### The baseline technical studies

The baseline studies for Bakoun and Souti Yanfou were conducted in the early part of the year 2000 by multidisciplinary teams from the DNEF and the University of Conakry. The task was managed by the Centre d'Etudes et de Recherche en Environnement (CERE), which is a research centre based at the University. Sekou Fofana, now the Technical Coordinator in the Conakry Project office,

coordinated the work for CERE under a contract with Winrock.. The baseline studies were completed in March and the technical reports presenting the results of the studies and the first maps of the forests (Reports No. 63 and 64) were published in April. The socio-economic report was published separately as report No. 61, also in April 2000.

The baseline studies are the foundation for the preparation of the management plans, and provide essential guidance for the development of a participatory approach with respect to the organization of the communities around the co-management objective. In particular, the baseline studies provide the first information on biodiversity characteristics and the economic potential of the forest, elements which guide and inform the process of zoning which is negotiated and finalized in collaboration with the communities.

An important element of the baseline studies is to conduct a initial review of forest resources. In the case of Souti Yanfou and Bakoun, the decision was taken to conduct a systematic forest inventory covering approximately 0.3 percent of the total area of the classified forests. This approach was subsequently found to be exhausting, time-consuming, and of limited usefulness, and one of the important lessons learned from these first baseline studies was that they should rely much more on a stratification technique using satellite images and aerial photos, rather than on systematic inventories conducted over the whole of the forest area regardless of topographic features and patterns of vegetation.

#### The preparation of the management plans

The management plans for the classified forests of Bakoun and Souti Yanfou were conducted over the period from the middle of July to the end of August by a multinational team of foresters and researchers led by two consultants from Burkina Faso: Albert Compaoré and Dilemma Salomon, both foresters with many years' experience in community-based forestry management. Two separate teams worked in the forests—one in Bakoun and one in Souti Yanfou—for a six weeks period. The work was coordinated by Sekou Fofana, the Technical Coordinator in the Conakry office, and Dantily Diakité, the Associate National Coordinator from the Forestry Service.

The management plans consist of two components: a forestry management plan, which sets out general management objectives and management strategy for the forest over a 20-year time frame; and a second more detailed resource management plan, which presents the proposed planning and zoning arrangements for agriculture, pastures, and sustainable tree felling, over a 5-year period.<sup>1</sup>

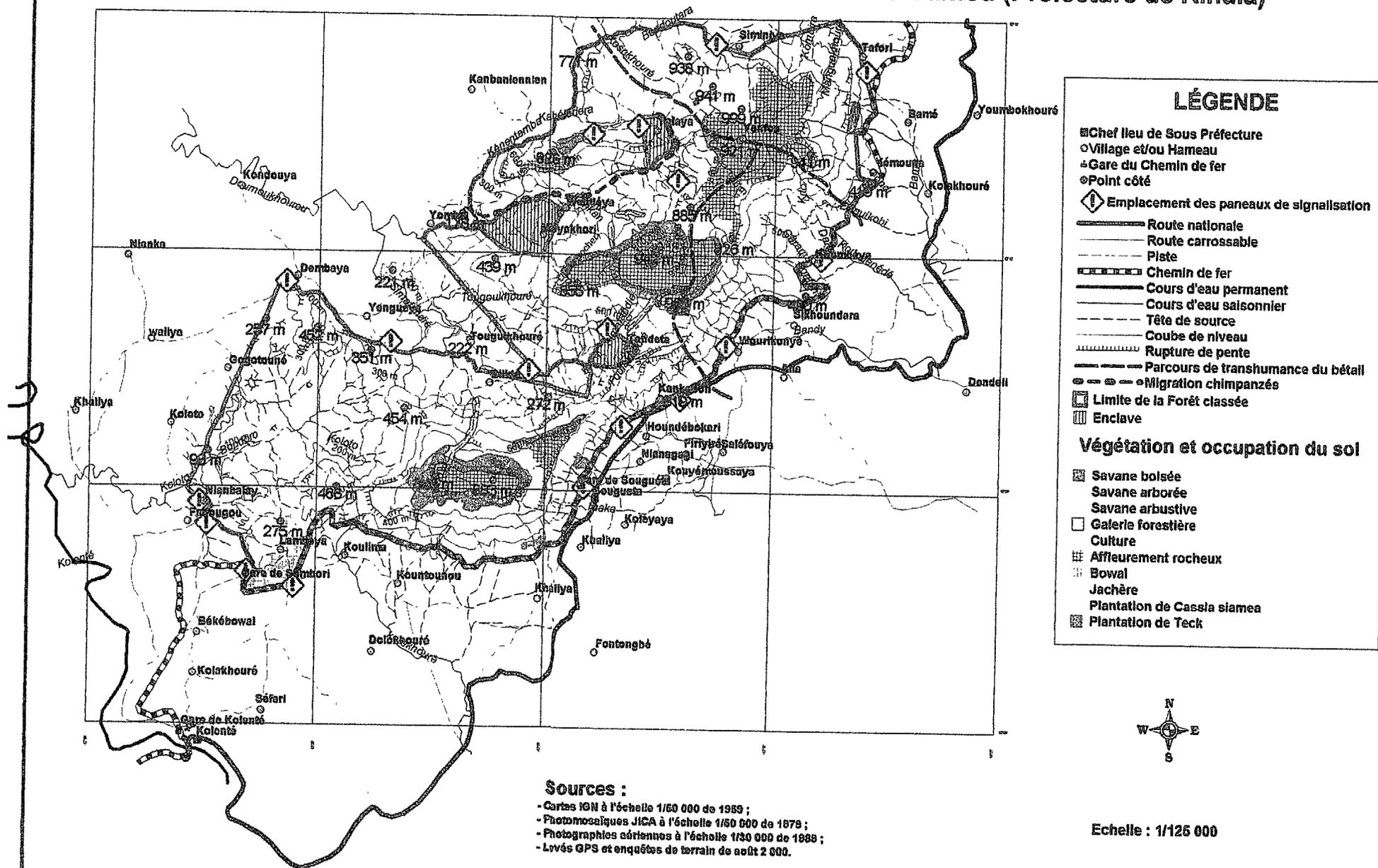
The maps on the following pages show the key elements of the proposed management plans for the classified forests of Bakoun and Souti Yanfou. Much more detail is obviously to be found in the documents presenting the results of these studies:

- No 61. Etudes sociologiques des commnautés villageoises autour et dans les forêts classées de Souti Yanfou and de Bakoun
- No 63. Etudes de base de la forêt classée de Bakoun
- No 64. Etdues de base de la forêt classée de Souti Yanfou
- No 65. Guide méthodologique relative aux études de base des forêts classées de Souti Yanfou et de Bakoun
- No 78. Analyse économique et financière des plans d'aménagement et de gestion de la foret classée de Souti Yanfou et de Bakoun
- No 79. Plan d'aménagement et plan de gestion de la forêt classée de Souti Yanfou
- No 80. Plan d'aménagement et plan de gestion de la forêt classée de Bakoun
- No.81. Elaboration d'une série de cartes pour les plans d'aménagement des forêts classées de Souti Yanfou et de Bakoun

---

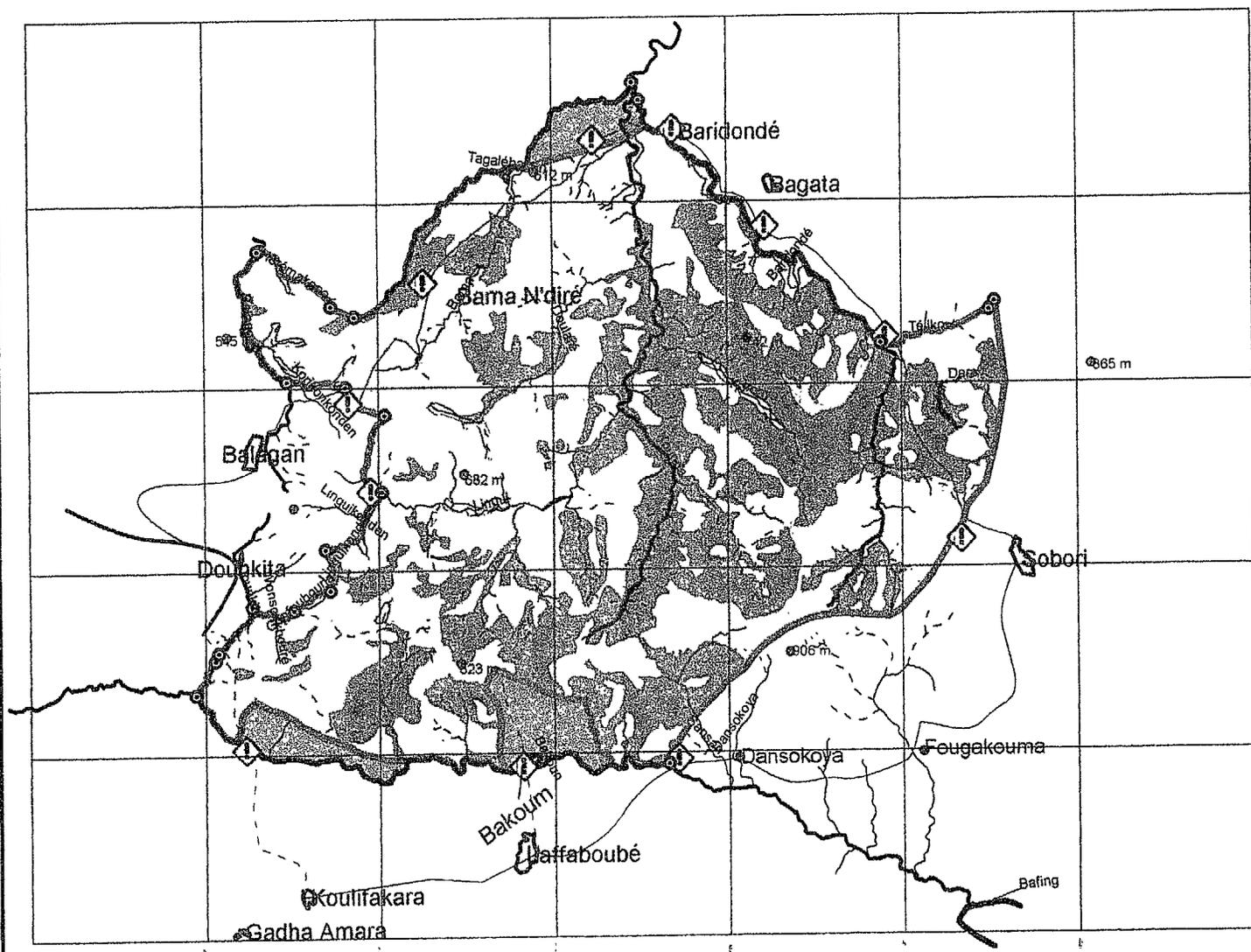
<sup>1</sup> In French, the plans are called *Plan d'aménagement* (the 20-year plan), and *Plan de gestion* (the 5-year more detailed plan).

Carte de végétation et d'occupation du sol de la Forêt classée de Souti-Yanfou (Préfecture de Kindia)



Projet Elargi de gestion des Ressources Naturelles  
 Carte de Végétation et d'occupation du sol de la Forêt classée de Bakoun

Carte 2



**LÉGENDE**

- Village en point
- Point côté
- ⊙ Borne principale
- ⬠ Emplacement des panneaux de signalisation
- Route carrossable
- Piste
- - - Sentier
- Cours d'eau permanent
- Cours d'eau saisonnier
- - - Tête de source
- Fleuve Bafing
- ▣ Village
- ▣ Incursion
- ▣ Limite Forêt classée
- ▣ Enclave
- ▣ Bas-fond

**Végétation et occupation du sol**

- ▣ Savane boisée
- ▣ Savane arborée
- ▣ Savane arbustive
- ▣ Galerie forestière
- ▣ Culture et / jachère récente
- ▣ Bowal

Sources :

- Photomosaïques JICA à l'échelle 1/60 000 de 1979;
- Cartes topographiques à l'échelle 1/260 000 de US Army de 1966;
- Photographies aériennes à l'échelle 1/61 161 de 1996;
- Enquêtes de terrain et levés GPS de août 2 000.



Echelle : 1/ 200 000

BCTT/ Conakry, octobre 2000.

# Projet Elargi de Gestion des Ressources Naturelles

Carte 3

## Carte opérationnelle de la Forêt classée de Souti-Yanfou (Préfecture de Kindia)

### LÉGENDE

- ▣ Chef lieu de Sous Préfecture
- Village et/ou Hameau
- ⚓ Gare du Chemin de fer
- ⊙ Point côté
- ⚡ Emplacement des panneaux de signalisation

- Route nationale
- Route carrossable
- - - Piste
- ▬ Chemin de fer
- Cours d'eau permanent
- - - Cours d'eau saisonnier
- Tête de source
- Coube de niveau
- ▬ Rupture de pente
- ▬ Parcours de transhumance du bétail
- Migration chimpanzés
- ▣ Limite de la Forêt classée
- ▣ Enclave

#### Parcelles agroforestières

- Parcelle agroforestière actuelle
- ▣ Parcelle agroforestière future

#### Unités de Gestion

##### Unité de Gestion I (Sup. 1 705 ha)

- ▣ Limite Unité de Gestion
- Zone intégralement protégée (Sup. 574 ha)
- Zone agroforestière (Sup. 1 130 ha)

##### Unité de Gestion II (Sup. 2 890 ha)

- ▣ Limite Unité de Gestion
- Zone intégralement protégée (Sup. 503 ha)
- Zone sylvopastorale (Sup. 1 487 ha)
- Zone agroforestière (Sup. 900 ha)

##### Unité de Gestion III (Sup. 1 258 ha)

- ▣ Limite Unité de Gestion
- Zone partiellement protégée (Sup. 606 ha)
- Zone agroforestière (Sup. 652 ha)

##### Unité de Gestion IV (Sup. 1 517 ha)

- ▣ Limite Unité de Gestion
- Zone partiellement protégée (Sup. 711 ha)
- Zone sylvopastorale (Sup. 356 ha)
- Zone agroforestière (Sup. 450 ha)

##### Unité de Gestion V (Sup. 2 845 ha)

- ▣ Limite Unité de Gestion
- Zone intégralement protégée (Sup. 168 ha)
- Zone partiellement protégée (Sup. 696 ha)
- Zone sylvopastorale (Sup. 1 268 ha)
- Zone agroforestière (Sup. 715 ha)

#### Sources

- Photomosaïques JICA à l'échelle 1/50 000 de 1979;
- Carte topographique à l'échelle 1/250 000 de US Army de 1966;
- Enquêtes de terrain et levés GPS de août 2 000.



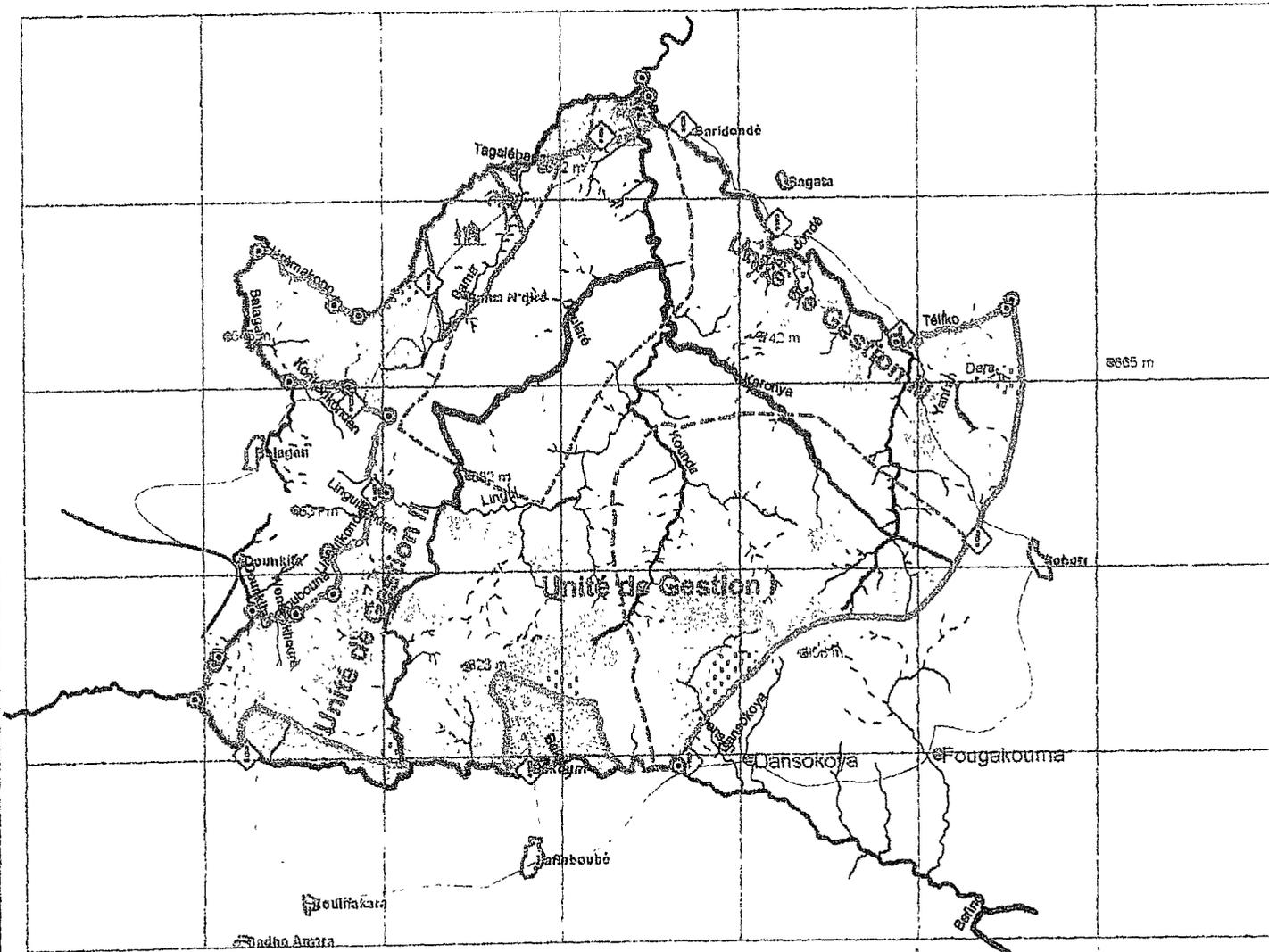
Echelle: 1/125 000

BCTT/ Conakry, octobre 2 000

# Projet Elargi de gestion des Ressources Naturelles

## Carte opérationnelle de la Forêt classée de Bakoun (Préfecture de Tougué)

Carte 4



### LÉGENDE

- ⊙ Village en point
- ⊙ Point coté
- ⊙ Borne principale
- Ⓛ Emplacement des panneaux de signalisation
- 🌴 Zone de rônier
- 🏠 Nid chimpanzès
- Route carrossable
- - - Piste
- · - · Sentier
- - - Parcours des animaux sauvages
- Cours d'eau permanent
- - - Cours d'eau saisonnier
- · - · Tête de source
- Fleuve Bafing

- Village
- Incursion
- ▣ Limite Forêt classée
- ▣ Limite zone chimpanzès
- ▣ Enclave
- ▣ Bas-fond

### Unités de Gestion

Unité de Gestion I (Sup. 13 932 ha)

- ▣ Limite Unité de Gestion
- Zone intégralement protégée (Sup. 5 039 ha)
- Zone partiellement protégée (Sup. 3 149 ha)
- Zone sylvopastorale (Sup. 1 747 ha)
- Zone de pâturage (Sup. 2 500 ha)
- Zone agroforestière (Sup. 1 200 ha)
- Zone de bois d'oeuvre (Sup. 280 ha)

Unité de Gestion II (Sup. 9 056 ha)

- ▣ Limite Unité de Gestion
- Zone intégralement protégée (Sup. 2 753 ha)
- Zone partiellement protégée (Sup. 1 624 ha)
- Zone sylvopastorale (Sup. 2 072 ha)
- Zone de pâturage (Sup. 1 600 ha)
- Zone agroforestière (Sup. 800 ha)
- Zone de bois d'oeuvre (Sup. 200 ha)

Unité de Gestion III (Sup. 6 537 ha)

- ▣ Limite de l'unité de Gestion
- Zone intégralement protégée (Sup. 2 909 ha)
- Zone partiellement protégée (Sup. 311 ha)
- Zone sylvopastorale (Sup. 1 518 ha)
- Zone de pâturage (Sup. 568 ha)
- Zone agroforestière (Sup. 440 ha)

### Sources :

- Photomosaïques JICA à l'échelle 1/50 000 de 1979 ;
- Carte topographique à l'échelle 1/250 000 de US Army de 1968 ;
- Enquêtes de terrain et levés GPS de août 2000.



Echelle : 1/ 200 000

BCT/ Gonakry, octobre 2000.

## C 2. Intermediate Result 2

### *Farm production and productivity increased and sustained*

Intermediate Result 2 includes four sub-intermediate results, of which two are related to agricultural production and two are related to marketing and commercialization. The sub IRs are as follows :

- IR 2.1 : Producers' knowledge of environmentally sound, productivity enhancing practices increased.
- IR 2.2 : Improved production in management skills acquired and used by producers
- IR 2.3 : Marketing skills acquired and used by producers
- IR 2.4 : Agricultural marketing systems strengthened

In the context of IR 2.1 the following activities were carried out:

1. Training, both formal and informal, of leading farmers on NRM technologies ,
2. Establishing and growing produce on demonstration plots, and organizing field visits and exchanges for farmers.

As far as IR 2.2 is concerned, the main activity consisted of creating an extension network providing training to individual farmers on production, marketing and post-harvest practices. Six local NGOs were selected for the execution of the project's field program in the six prefectures, each NGO being responsible for activities in a single prefecture.

This sections which follow discuss the results achieved by these NGOs.

### **2.1 Training of farmer-leaders in NRM technologies**

The component 'agricultural production' of IR 2 aims at encouraging a high percentage of farmers to adopt a set of simple NRM practices.

The project strategy is to train NGO agents and farmer-leaders selected by local communities. The farmer-leaders will in turn train other farmers in their communities. This approach is an effective mechanism for facilitating the diffusion of knowledge related to NRM practices.

It is important to note that this training of trainers is based on an assessment of the training needs expressed by farmers either through formal surveys on crop production practices, or during participatory rural appraisal exercises. In this way, extension agents come to understand what motivates farmers to choose the NRM practices which they employ. The farmers' logic takes into account agricultural adaptability; social acceptability, and the economic feasibility of the NRM practices recommended by the project and its partners. These practices are summarized in the section which follows.

NRM practices linked to species variety:

- improved varieties
- local varieties adopted.

NRM practices which improve soil fertility:

- compost
- manure
- straw mulch
- crop association (leguminous cereals)
- inorganic fertilizers.

Practices which protect and improve the soil

- Crop rotation
- Ploughing in crop residues
- Rock bunds
- Biological barriers (*cordons biologique*)
- 'Green' fences<sup>1</sup>.

Training was directed to the following three categories of resource persons involved in the extension of NRM practices:

- NGO extension agents working in the different project areas,
- Extension farmers selected by their peers within village producer groups to receive training from NGO agents.
- Farmers trained by the extension farmers.

These aspects of the training program are discussed below.

Training of NGO extension agents

The training of the NGO extension agents focused on the main factors limiting the production—both in the preparation phase and in production itself. This subject addressed several aspects related to:

- seed quality,
- the difference between improved varieties and traditional varieties,
- the advantages and limits of the two types of varieties,
- the relationship between dosage, density and yield,
- factors and cropping practices affecting the yield potential.

Thirty four NGO agents benefited from this training which was held in two sessions: one in Labé and the other in Gueckédou.

Training of extension farmers in the Fouta region

Training was conducted by the five NGOs agents selected for a probationary period in the following districts and CRDs:

---

<sup>1</sup> 'Green fences' is the translation for *haies vives* used in this section of the report..

CRD	Districts
Sougueta	Tafory
Sougueta	Linsan
Lelouma	Dyala
Balaya	Djidala

A total of 237 extension farmers have been trained on NRM practices which they themselves decided to adopt after finding them compatible with their system of production.

The number of farmers trained in the different NRM practice is as follows:

- practices related to seed variety and quality: 131 persons,
- practices related to soil fertility: 43 persons,
- practices related to soil restoration and improvement: 63 persons.

It is clear that practices related to the use of improved seed varieties constitute the main interest for farmers. Improved rice seeds, market vegetable production (*maraichage*), and disease-resistant cassava cuttings were the plants most requested in terms of production.

Soil protection and conservation techniques are the second choice of farmers. In particular, multipurpose 'green' fences are favored--the most important advantage of which is to prevent animals entering the vegetable plots.

The prioritization of these two NRM practices by the farmers reflects their interest in exploiting agricultural land established by development agencies that worked in the area in the past. This observation argues for active intervention by the other components of the project which focus on the provision of agricultural inputs and support for marketing and commercialisation.

#### Extension activities in the Forest region

In addition to the NRM practices, 167 extension farmers selected by their peers in 34 sectors of six districts have been trained in improved sowing techniques and on methods of seed production for rice. The distribution of the extension agents is indicated in the following table:

PREFECTURES	CRD	DISTRICT (sectors)	NUMBER OF PERSONS		
			NGO Agents	Farmer leaders	Ext. farmers
Kissidougou	Yombiro	Bagbé (5 sectors)	1	1	25
	Yende Millimou	Walto (6 sectors)	1	2	30
Guéckédou	Guëndembou	Guendembou centre (7)	1	2	34
	Ouende Kenema	Dogbodou (6)	1	1	32
Macenta	Masserodou	Vasseredou centre (5)	1	1	25
	Bofossou	Bofossou centre (5)	1	1	21
<b>Total</b>	<b>6</b>	<b>34</b>	<b>6</b>	<b>8</b>	<b>167</b>

## **2.2 Installing demonstration plots, organization of observation tours and exchange visits among farmers**

The trials conducted by the farmers are essential for a cost-effective evaluation of the performance and acceptability of the different technologies. The approach is based on the simple principle that farmers and technicians should work together to find solutions to problems identified together.

This principle involves an approach which encourages farmers to articulate their problems, and express their ideas on how the problems can be resolved, their opinions on the proposed solutions, their interpretation of the results of the trials, and their decisions on the adoption of a solution.

In this approach, the trials are a key teaching and learning tool that does not require that the farmer be either educated or literate. The changes made to the farmers' usual technique involve few risks, and the farmers are able to directly associate the resulting increase in productivity with the agricultural practice they have incorporated into their routine.

These trials also provide opportunities for project technical staff and collaborating NGOs to appreciate the effectiveness of the recommendations made for the different agricultural conditions.

For this year's campaign, four trials of sowing techniques and one seed plot were organized in each of the 34 sectors of the three prefectures in the forest region.

### The trial themes

The themes selected aim to resolve the principal problems identified by farmers during the diagnostic surveys conducted by the NGOs during their probationary period.

### **Theme 1: Improving sowing methods in rice fields**

#### **Overall objectives**

- ensure effective weed control before and during production by transplanting of seedlings
- reduce the seed quantity needed for seeding the fields from 80 kg /ha to 40 kg/ha,
- reduce the weeding time,
- ensure good seed density at the start of the sowing period and after weeding.

#### **Demonstration plots**

Two representative 400 m<sup>2</sup> plots (20m x 20m) set up adjacent to each other.

#### Conventional agricultural practice

In conventional practice, where transplanting seedlings is the rule, the seedling stage is completed in nurseries established either on upland areas or on the edge of hydromorphic soils. These soils are almost always degraded by many years of production which leads to a packed and therefore poor soil.

In addition, in spite of the low fertility of these soils the farmers sow at very high densities (80kg in a nursery of less than 200 m<sup>2</sup>). Seedling growth is slow, and a certain number of seedlings atrophy and can not be replanted.

#### Improved practice

The objective is to have good strong seedlings available for transplanting which will subsequently produce abundant tillers. To achieve this, the following practices are recommended:

- Plowing at a depth of 15 to 20 cm to regenerate the soil profile. Plowing helps to rebuild the soil structure and brings to the surface soil rich in clay,
- Adding 30 to 40 kg of manure per plot of 20 m<sup>2</sup>,
- Seeding at a level of 40 kg of seeds for 10 to 11 plots for a seeding density of 150g/ m<sup>2</sup>,
- Extending seeding time in nurseries to take into account the transplanting which is a function of the availability of household labor. The objective is to transplant seedlings when they are 21 to 30 days old,
- Transplanting in a way which eliminates weeds.

#### **Data to be collected in the plots**

- Date of seeding in nurseries,
- Seedling age at replanting,
- Number of seedlings / m<sup>2</sup>, 15 days after replanting,
- Number of stems /m<sup>2</sup>, 60 days after replanting,
- Number of weedings,
- Date of weedings,
- Number of heads of grain (rice) / m<sup>2</sup> at harvest,
- Time required for transplanting and weeding in person-days/ha.

### **Theme 2 : Improving and maintaining seed quality**

#### **General Objectives**

- Create an awareness of seed quality among farmers,
- Ensure the production in sufficient quantity of good quality seeds,
- Commercialize quality seed production by promoting seed farms.

#### **Context**

Traditionally, the farmer takes the seeds he needs from the harvest to insure production for the following year. The seeds are thus considered not so much as the critical element of the future harvest and final output, but only as a part of the production system. This reasoning does not take into account the essential criteria which the seeds must meet. In fact it should be understood that mediocre seeds give neither a good crop nor a good harvest, regardless of the efforts made by the farmers in terms of inputs such as time, fertilizers, irrigation, and pesticides. The quality of the seeds is the critical input--on this input depends the effectiveness of all the others.

#### **Methodology**

The approach is to have the farmers make a mass selection of the local seed variety which is as effective as possible.

This approach is effective because the local varieties are a relatively primitive material which can rapidly produce later-generation varieties which are greatly improved. In addition, some farmers already practice a simple form of selection by saving the heaviest heads for seeds.

The process consists of conducting annual selections which have a cumulative overall effect. The high rate of seed multiplication, common with cereals, permits the direct use in the fields of seeds produced in the selection plots. These are 400 m<sup>2</sup> areas established in the most homogenous zones of a farmer's field.

## Homogeneity

The seed characteristics will be better defined and more easily identifiable if the variety is homogenous with respect to certain morphological and physiological characteristics.

To facilitate this, it will be necessary to reduce weaknesses in the variety by eliminating at the time of flowering all the seedlings that do not present the desired characteristics. This is mainly related to plants which are sensitive to diseases and attack by insects.

## Desired characteristics

Characteristics which have a demonstrated relationship with productivity will be adopted as objectives for improving the variety. These characteristics are related to :

- the cycle,
- the ability to produce tillers,
- the characteristics of the rice head.

Stalks are selecting according to the above characteristics, and this is the basis for the seeds to be employed in the next agricultural season.

## 2.3 The adoption of NRM practices in rice ecosystems in the forest region

A survey was conducted on the adoption of sustainable NRM practices by rice growers in the three prefectures of the forest region where the project is operating. The objective of the study was to have information related to one of the principal IR 2 indicators, which is : *The numbers of producers adopting NRM practices that increase productivity.* The survey was conducted during the first stage of the rice season.

The questionnaire developed for the survey was written in a form listing 8 NRM practices. For each of the practices the following question was asked of the farmer in his field. "*Have you applied this NRM practice during the ongoing campaign ?*" Simplifying the questions made the questionnaire form easy to fill out and made the processing and analysis of the answers easier to complete.

### Distribution of persons adopting NRM practices

Prefecture	CRD	Total number of farmers surveyed	Number of men	Number of women	Total area in ha	Average area per farmer
Guéckédou	Guendembou (10 sectors /21)	460	368	92 (20%)	414.48	9,000 m <sup>2</sup>
	Ouende Kenema (5 sectors /5)	390	300	90 (23%)	443.60	11,400 m <sup>2</sup>
Kissidougou	Yombiro (5 sectors /5)	232	190	47 (20%)	352.00	15,200 m <sup>2</sup>
	Yende Millimou (6 sectors / 6)	310	271	39 (13%)	361.0	11,600 m <sup>2</sup>
Macenta	Wasseredou (5 sectors / 5)	47	40	7 (15%)	26.76	5,700 m <sup>2</sup>
	Bofossou (5 sector /5)	39	36	3 (7%)	37.56	9,600 m <sup>2</sup>
<b>Total</b>	<b>36 sectors / 47</b>	<b>1,478</b>	<b>1,205</b>	<b>273 (18,5 %)</b>	<b>1,635.4</b>	

A total of 1,478 persons were surveyed in the 36 sectors of the six districts of the project area. The distribution of this population by zone shows a predominance of men compared to women as far as access to land is concerned. The percentage of women farmers varies from 7% at Bofossou to 23% at Ouende Kenema. The relative importance of rice growing in the production systems of the different districts is indicated by the average number of persons involved in rice production per district :

- Guendembou 46 rice growers per sector,
- Ouende Kenema 78 rice growers per sector,
- Yombiro 46 rice growers per s sector,
- Yende Millimou 52. rice growers per sector,
- Wasseredou 9 rice growers per sector,
- Bofossou 7 rice growers per sector,

The estimate of the rice-cultivated areas was derived from data provided by farmers. At the farmer level the seed quantity is expressed by volume according to the following units:

Rank	Measuring unit in volume	Equivalence of weight in kg
1.	Traore - small measure	0.560 kg
2.	Traore - large measure	1.100 kg
3.	1 jute sack	80 kg

Knowing the measuring unit and the number of units used, the surface cultivated is estimated by taking as the standard dose of seeding per hectare that recommended by the extension agents--which is 80 kg / ha whatever the method of seeding (broadcasting, direct seeding, or transplanting).

A total of 1,635.4 ha have been cultivated for rice, with an average area of 1.1 ha per farmer, ranging from 0.5 ha at Wasséréndou to 1.5 ha at Yombiro.

#### The combination of NRM practices in cropping systems

No.	CRD	Combination of practices	
		Variety + protection and soil improvement	Variety + fertility + protection and soil improvement
1.	Guendembou	91.52 %	8.48 %
2.	Ouende Kenema	0 %	100 %
3.	Yombiro	0 %	100 %
4.	Yende Millimou	0.40 %	99.59 %
5.	Wassérédou	95.74 %	4.26 %
6.	Bofossou	10.26 %	89.74 %

The data in the above table shows two cropping systems, the first of which is dominated by protection and soil improvement, and the second by a combination of protection and soil fertility improvement. The first system prevails in the CRDs of Guendembou and Wasseredou, while the second system is found in all the others.

The tables which follow compare the adoption of specific NRM practices of the same category among the six CRDs

#### Adoption of NRM practices according to variety

N°.	CRD	Traditional variety adopted	Improved Variety	Traditional variety + improved variety
1.	Guendembou	94.56%	3.70%	1.74%
2.	Ouende Kénéma	98.72%	1.28%	0%
3.	Yombiro	94.83%	0.43%	4.74%
4.	Yende Millimou	98.78%	0.82%	0.40%
5.	Wasseredou	97.87%	0 %	2.13%
6.	Bofossou	97.44%	0 %	2.56%

The seed used by the producers is dominated by the traditional variety in all CRDs (more than 94%).

Some of the reasons justifying this option are:

- the strong sensitivity to photoperiodism of the traditional varieties which allows farmers to move back the cropping period and which gives them more flexibility with respect to the agricultural calendar.
- the height of the plant (height at maturity greater than 1,50m), which makes the crop tolerant to different levels of submersion—a characteristic of low-land rice fields where water control is virtually absent.
- the reproductive stage arrives at the end of the rainy season. At this period of the year, the sky is less cloudy and the efficiency of photosynthesis is improved. In addition, the maturation that occurs on average one month after flowering takes place in good soil conditions since water levels have now receded.

Conversely the use of improved varieties is poor and remains mainly limited to the CRDs of Guendembou and Ouende Kénéma, where the PAG project worked in the past.

#### Adoption of NRM practices associated with soil fertility

N°.	CRD	Straw mulch	Manure	Fertilizer	Straw mulch + fertilizer	Manure + straw mulch	Other (none)
1.	Guendembou	7,83%	-	-	-	-	92,17%
2.	Ouende Kenema	99,49%			0,51%		
3.	Yombiro		0,86%			99,14%	
4.	Yende Millimou	100%					
5.	Wasseredou	2,13%	2,13%				95,74%
6.	Bofossou	89,74%					10,26%

Mulching with straw is an NRM practice that consists of restoring the soil by introducing the mineral elements contained in the stubble left after the rice harvest. It is by far the most common NRM practice used in the production of rice.

The level of adoption of this practice is high in the CRDs of Ouende Kénéma, Yende Millimou and Bofossou. The use of manure only (at Wasseredou and Yombiro) or in combination with straw mulching (Yombiro) shows the importance of animal production systems in these two CRDs.

The straw mulch – manure combination is only found at Ouende Kénéma. The use of mineral fertilizers is related to the use of improved varieties for which the adoption rate is 1.28%.

**Adoption of NRM practices associated with protection – soil improvement**

N°.	CRD	PLOWING	PLOWING -ROTATION
1.	Guendembou	93.48%	6.52%
2.	Ouende Kénéma	80.26%	19.74%
3.	Yombiro	46.98%	53.02%
4.	Yende Millimou	68.16%	31.84%
5.	Wasseredou	72.34%	27.66%
6.	Bofossou	46.15%	53.85%

Just like the local variety in the NRM practices related to variety and straw mulching for soil fertility improvement, plowing is by far the main NRM practice used by farmers for the protection and improvement of their soils. The goal is:

- to improve the soil and facilitate root development by increasing porosity and decreasing resistance to penetration,
- to increase the availability of water to the plants when the soil is deep and its texture permits a certain level of water retention,
- to prepare the soil for future work,
- to plow in organic matter, in particular crop residues,
- to destroy weeds.

This practice has been adopted in all CRDs with percentages varying from 46 % in Yombiro and Bofossou to 93 % in Guendembou.

According to the farmer's agricultural calendar and the method of seeding employed, three periods for plowing are observed.

**1. Plowing at the start of the cycle**

It is practiced either manually or mechanically (using cattle or conventional tractors) and takes place at the beginning of the rainy season. It is repeated one month later. This first tillage generally takes place in alluvial rice fields where broadcasting of pregerminated seeds is the most common method of seeding.

**2. Season plowing**

In lowland rice fields where replanting is the rule, the tillage is done with the traditional hoe. The operation consists of destroying weeds and covering them with soil using the "mise en boue" technique. It is immediately followed by replanting. The "mise en boue" technique helps to create an impermeable sublayer that is a physical and biological medium favorable for rice, and a good distribution of organic matter.

**3. End of cycle plowing for rice and the beginning of inter-season production**

Immediately after the rice is harvested, the inter season production activity begins. Its importance in the different CRDs is related to the percentage of the combination plowing-rotation practice shown in

the table above. It is practiced by more than a quarter of the farmers in four of the six CRDs with highs of more than 50% at Yombiro and Bofossou.

Market vegetable production and the culture of tubers such as sweet potatoes and cassava are the main crops grown in this production cycle which is almost exclusively carried out by women.

## **2.4 Specific Workplan Activities<sup>1</sup>**

### **Activity 2.1.1 Conduct Farm-to-Market studies**

Initially Market studies from FICA and the Farmer-to-Farmer (FtF) program were assessed and summarized (by product) into information categories representing the main themes or needs of the ENRMA team: production, marketing, enterprise development, and natural resource management.

- LOL identified and initiated a study that they consider critical to the activities of IR-2, “The Identification of Constraints and Opportunities in the Agricultural Input Sector.” After a request from the Enterprise Development IR, secondary research of the wood industry was collected and delivered to VITA.
- Received final report for the VITA TA training-of-trainers “farm-to-market” studies.
- LOL’s representative prepared and presented a methodology paper for the specialists.
- The Marketing and Information Specialists (MIS) continue to gather secondary information for the following Farm-to-Market studies: vegetables, onions, coffee, bananas and plantains. Also planned is an “agricultural inputs” (fertilizer and seeds) sub sector study, a perceived need based upon LOL and FICA field findings. was planned and initiated in support of activities to strengthen producer groups to reduce input and marketing costs.
- Winrock’s Production team and LOL’s Guekedou MIS identified a new commodity product with direct impact on the farmer’s breadbasket, and marketing opportunities for IR2. A study for the commodity Cassava/Yucca was initiated at the end of August. The study focuses primarily on the Forestry Region and will bring new creative ways to resolve fresh cassava post-harvest problems, and expand new regional and export markets. The study was delayed due to the unexpected evacuation of our staff from the Guekedou office in September. The study is to be completed by November 15.
- Mr. Kourouma will develop at least 2 “tools” and curriculum appropriate in preparing and using situation analyses, outlook reports, systems surveys, and market research.

### **Activity 2.1.2 Use farm-to-market studies in NRM planning**

Towards this objective, LOL called a planning meeting with the IR-1 and IR-4 specialists to determine the type of issues or information that are important for NRM planning activities. Recommendations of the NRM specialists were applied to the sub sector studies. To ensure that this linkage remains a priority, a LOL specialist has been assigned as liaison to NRM specialist team members.

During the May Project team meeting, LOL assigned and introduced Jacob Delamou as the NRM liaison. He continued to assure collaborative communications between LOL staff and the various team members specialized in NRM. He is available to receive requests, provide NRM guidance from an agricultural commercialization angle, and assure that NRM interests are served in all of the LOL activities.

---

<sup>1</sup> Section 2.4 is summarized from the Land O’Lakes annual report for October 1999 to September 2000 which should be consulted for further detail.

### **Activity 2.1.3 Plan and implement training of trainers, multi-media outreach, and on-farm demonstrations**

The collaborative sub sector analysis of three priority commodities reported above was designed as a training-of-trainers activity. Due to the team building aspect of the collaborative research, LOL, VITA and PRIDE can now liaise at a common level in what concerns the needs of future studies and the interpretation of findings. A training-of-trainers FtF activity emphasizing producer level production planning was completed at the end of March. It is envisioned that FICA and LOL will coordinate with the Winrock production specialist to develop local language materials from the curriculum developed during this activity.

- LOL and FICA collaboratively elaborated, presented, and initiated an Initial Intervention Plan (IIP) for the CRDs. This plan was presented to certain ONG partners during the training-of-trainers seminars held by Winrock in Labe, representing a first step toward establishing relationships between the teams of LOL and FICA with the eventual pool of partners.
- LOL initiated the first training-of-trainers FtF visit in simple production planning, that concurrently provided FICA and LOL tools that will help measure financial impact of project intervention, a system that will now be taught to project partners and trainers.
- LOL and FICA in conjunction with FtF provided training to conduct 15 workshops with a total of 270 participants.
- LOL advised the FtF specialist in defining the scope of work for the multi-media outreach specialist bringing new tools that will help FICA's regional management to fully develop a multimedia radio outreach to provide market news information.
- Discussion was initiated with potential partner NGOs active in multi-media education and interested in developing complementary partnerships.
- At the request of Winrock's production specialist, LOL drafted a "request for proposals" for the identification of NGOs capable of developing demonstration plots and implementing activities in the project zones.
- A total of twelve trainers' scopes of work emphasizing curriculum development and delivery was developed for the FtF program.

### **Activity 2.2.1 Form and strengthen producer groups to reduce input and marketing costs**

A draft LOL training plan was completed. FICA and LOL developed an Initial Intervention Plan (IIP) for the selected CRD Districts. LOL plans to identify the national and local distributors, while concurrently FICA is identifying the associations and producer groups active in the ENRMA activity zones. In addition; LOL is identifying the training and services that use the new knowledge concerning input supply and demand.

Five new production and marketing tools were introduced: Agricultural Input Purchasing Note Book "COAIA", "Green Notes" Agricultural Production, Storage and Pricing, Agricultural Brokerage, and Agricultural Commercialization Operations Note Book "COCA". The "Green Notebook" was introduced by a FtF volunteer and further adopted and adapted by FICA and LOL. The system of "Green Notes" will help Winrock with producer training, and to help producer groups make better decisions about input access and marketing.

- Producer groups are now identified in the districts, and a critical study of the input system is under way. Appropriate curriculum and training will be initiated upon completion of the input sector study, slightly behind schedule due to the lack of support, equipment and transportation.
- Producer groups were visited by LOL and FICA marketing staff in order to strengthen their capability to market their products by signing contracts with the new network of sales agents

assigned to the various regions of the project. A total of 52 sales agents were proposed directly by the farmer groups and were subsequently trained by FICA and LOL staff on the use of sales and marketing tools.

#### **Activity 2.2.2 Conduct training in business planning, production, post harvest handling, and processing**

“Simple production planning” was the theme of a FtF activity designed to train project trainers on appropriate curriculum development targeting the farm level. In addition, participants learned the importance for producers to keep simple farm records as a critical base for future agribusiness decision-making.

FICA with the assistance of LOL took the opportunity with the FtF volunteer to establish first step instruments: Three business strategies were developed with collaborating efforts from FICA and LOL: Group Selling and Marketing Technique, Group Purchasing Technique, Group Sales, and Phased Delivery, that will be used to assist associations to develop the financial database on which practical decision-making can be based. This system will also help project management and technicians to understand the actual field-level financial facts of business, at both the production and commercial levels. From this hard data, LOL and FICA will work jointly to prepare curriculum/tools, and to train associations and individuals to use basic financial information in decision-making. With this approach, LOL and FICA can plan a positive impact in the targeted agricultural market chains.

A total of three business strategies and “Green Notebooks” were introduced to 52 sales agents, and farmer groups, to help them make key future financial decisions. LOL and FICA worked jointly to prepare curriculum/tools, and train associations and individuals. These new tools will help measure the supply, evaluate the quality of the agricultural products and generate a reliable delivery schedule for agricultural products coming from the new client base.

#### **Activity 2.2.3 Improve production management using Farmer-to-Farmer volunteers**

In preparation for the debut of the first full production season, three workshops emphasizing producer level training planning and delivery were completed in March. Participants included FICA, LOL, and Winrock. LOL advises FICA in developing these assignments, and it is envisioned that FICA will coordinate with the Winrock production specialist to develop local language materials from the materials generated from the volunteer visits. In addition, LOL developed a full 18 month FtF planning table profiling 19 potential volunteer specialties reflecting project production or marketing constraints, or information and technology needs, at least half of which have some impact on production management activities. As farm-to-market studies are completed and fieldwork begins, more farmer-to-farmer profiles will be identified and planned based on producer/project need.

- LOL advised and assisted with the FtF scopes of work currently under recruitment in the areas of Multimedia Development, Cooperative Development, and Agricultural Statistics.
- LOL identified 11 additional marketing and processing assignments for the FtF program and developed scopes of work for these volunteers.

#### **Activity 2.3.1 Strengthen market information systems and train groups in market surveys**

During the first quarter of 2000, LOL assessed FICA’s current market information capacities and member services. Areas of possible market information expansion were planned. In parallel, the FICA institutionalization committee (CCI) regional representatives evaluated the services and

products needed throughout the entire geographical area of FICA's past influence. FICA is negotiating with Rural Radio stations for an enlarged area of agricultural information diffusion.

The FICA/LOL Initial Intervention Plan (IIP) for the selected CRDs has been completed. This plan will permit LOL and FICA to centralize future research in these geographical areas, complementing producer level extension, enterprise development and NRM activities. Important to sub-activity 2.3.1, as reported above, the IIP activities permit FICA and LOL to identify the groups to be trained in market surveys, amongst other market information use themes.

#### **Activity 2.3.2 Train producers in use of market information**

The IIP for the CRDs provides for the development of "listening groups" where villagers share market information that they hear on the radio in an organized fashion much like a price cartel group. These groups, along with other producers, will be trained by LOL staff according to agricultural information needs identified during studies currently under way and the implementation of the IIP plan.

FICA's / LOL's Market information and FtF developed new strategies for market information reporting for farmer groups. New reports will be developed that will allow the end user to have an user friendly report and to fully assimilate the information provided to him.

Initial plans to establish listening groups and increase the range of broadcasted information got under way. The Initial Intervention Plan field mission/study permitted FICA and LOL to identify associations existent in the CRDs, prepare training themes, conceptualize the curriculum necessary to train the beneficiaries, and prepare the terrain for the establishment of listening groups who will be taught to use available market information for decision-making.

#### **Activity 2.3.3 Train producer groups in post harvest handling, grading and transport**

FICA developed shipping cases that are to be tested in the near future. The 2.3.3 activities are all still in the planning stages due to the prioritization given to FICA's institutionalization work.

- FICA, with support of LOL, has begun work on a pilot program to examine the potential for improved handling and transport of bananas. As LOL completes some of the product studies currently under way, these types of pilot tests and training will increase.
- FICA, with support of LOL began work on a pilot program to store onions and potatoes in the Lelouma/Balaya region. Static tests will be conducted after completion of the storage facility.
- LOL has initiated a study for fresh cassava that will help identify new post harvest techniques to help increase the shelf life of fresh cassava. Static test are also planned for this product.

#### **Activity 2.4.1 Train FICA and other producer groups in preparing and using situation analyses, outlook reports, system surveys, and market research**

FICA and LOL developed a strategy to expand the Echo Rural information base and train FICA staff to include other commodities and analyses with an analysis of client appropriate training at all levels of the agribusiness system.

LOL and FICA met with the Director of the Institut de Recherche Agronomique de Guinee (IRAG) in order to establish a collaborative relationship that will permit project staff to access the institution's data and research that can be used to develop some of the 2.4.1 materials. The IRAG Director offered the expertise of their over 100 technicians in rural Guinea, and including their seed reproduction specialists centers.

The analysis of the district assessment data has permitted the LOL team to target appropriate areas of training for activity 2.4.1. LOL Specialist is developing appropriate materials for both in-house and field training.

- Scopes of work for 52 Independent Sales Agents (ISAs) were developed by LOL and FICA joint efforts.
- LOL teamed in a joint effort with FICA for the recruitment of ISAs in Labe, Kindia, Guekedou and all Southern Regions within the project. Individual contracts were signed.
- LOL and FICA run a series of training sessions with agents in all project areas.

#### **Activity 2.4.4 Growth Strategy Action Plan Development**

FICA assessed their current personnel operations, and FICA and LOL developed an initial strategy for capacity building. In light of current structural changes, a profound operational analysis was planned. Training-of-trainers and other capacity building activities remain a priority throughout the institutionalization process.

The LOL specialists completed an assessment of FICA's capacity to deliver timely, consistent and valid market information. As the portfolio of future products and services emerges, FICA plans to carry out public relations as an ongoing activity identified in the IIP activities (designed to guide initial work in selected project CRD/Districts).

LOL prepared and delivered numerous meetings to help determine the necessity and scope of FICA's sustainable growth strategy. Based on these meetings, a scope of work outlining the strategic planning process to change FICA into a financially independent and operationally sustainable non-government organization has been written. LOL has established a committee (task force) representing FICA management, FICA's Control Committee, USAID, the food industry, and an NGO leader; the committee is headed by the Market Information Specialist.

- The LOL representative prepared a restructuring plan and calendar to guide the first year steps of this important project activity, taking into consideration all of the steps of a strategy of growth and action for FICA.
- Two Consulting Committee meetings took place during the third quarter.
- Development of FICA's Business Plan Scope of Work was prepared by LOL.
- A team composed of AID, FICA, LOL and a legal advisor traveled to N'Zerekore, Kankan, Labe, Kindia and Conakry from August 20-28. The objective was to present the statute for the Agricultural Marketing Agency" (AMA), and to vote on key issues pertaining to FICA's restructuring. To accomplish this we participated at 4 Regional General Assemblies with attendance on the average of 25-30 active members at each assembly.
- From September 7-11 a FICA and LOL team traveled to Bamako to visit the Centre Agro-Entreprise (CAE). The main objective for the visit was to assess all successful lines of services and products currently available to their client base, and to help develop a fee based program for FICA's future cost recovery plan and sustainability.
- FICA's Business Plan (BP) was initiated on September 18 by the recruitment of a technical team comprised of a local Business Planning Consultant acting as 'facilitator', Pride/Formation,

FICA's BP Committee and LOL's BP team. The Business Plan is expected to be completed by November 15, 2000.

#### **Activity 2.4.5 Growth Strategy Action Plan Development**

This area of activity has been a priority for both LOL and FICA during the first twelve months of the project. LOL contracted two organizational specialists to evaluate FICA's current structure. Based on several internal LOL and FICA reports and the recommendations put forth by the consultant, the institutionalization advisory committee put into place during the last quarter of 1999 planned the first strategic steps toward the transformation of FICA into a financially independent and operationally sustainable non-government organization.

The strategic restructuring plan contains a guide for a vision and mission for the first five years, and identifies key goals for change. Thus, during FICA's General Assembly on March 28, the members voted in a committee (the *Comité Consultatif Intérimaire*, or CCI) charged with determining the future structure of FICA. The LOL Representative is a member of the committee.

Related to this activity, the following short-term consultants were engaged :

- Tom Slater prepared an Organizational Evaluation and Strategic Restructuring of FICA on an STTA on February 12-17, 2000.
- From May 25<sup>th</sup> until June 10<sup>th</sup>, Max Roytenberg was on mission to produce the concept paper for the new structure of FICA. The goal was to assimilate the CCI structure work into a concept paper that would permit the Foundation to reorient smoothly toward the NGO structure

### **2.5 Review of FICA activities<sup>1</sup>**

To improve producers' access to market information, FICA decided to renew its contract with Radio Rurale under which the latter broadcasts current wholesale prices for the main agricultural products. This contract was signed on 23 March 2000 for a period running through 5 January 2001. The programs are broadcast in the principal national languages.

However, the survey undertaken in certain prefectures and CRDs has indicated that the Radio Rurale is not received in all areas where the project operates. This is true for the CRDs in the Prefectures of Macenta, Gueckedou and Kissidougou. Another problem with the broadcasting of prices is that the emission is not repeated over a given period. Certain listeners have indicated that it is not possible to obtain the information once the program has been missed on the radio.

In order to address these problems and to satisfy the demand for information expressed by FICA's partner cooperatives regarding current prices in the Prefectures, in addition to those collected in Kankan, Labé, Kindia, N'Zerekoré and Conakry and broadcast on the radio, FICA has established Agricultural and Commercial Information Centres (ACIC) in the main town of the Prefectures. The sites of the ACIC have been identified in collaboration with the local authorities.

The notice boards presenting prices were designed with the help of a communication specialist who volunteered under the FtF program. The notice boards, which are located in the ACICs, allow clients to consult prices for the past week.

---

<sup>1</sup> This section is summarized from FICA annual report which should be consulted for further detail.

The ACIC have been established on the basis that a modern and efficient system for the commercialisation of agricultural products can only be effective if both producers and buyers have easy access to market information—above all prices. This is all the more true when producers generally only react to demand when they are informed about prices and the location of the demand. It should be also be noted that access to market information for producers and buyers ensures that there is a certain transparency with regard to the operation of the market.

The ACIC are managed by the *Agents de vente des prefectures* (AVP). The AVP have been trained in the collection, the treatment and the diffusion of information on prices. Their mandate is to collect information on prices and to convey this information to the partner cooperatives whose agents have been trained how to use this information. This training for the agents in the cooperatives has not taken place because of the security problem in the south and in the region of Kindia. This training will take place shortly. To support the work of the AVP, FICA has provided them with tools and instruments for the collection and analysis of market information such as spring balances, calculators, notebooks, planning tools, etc.

Concerning the development of business strategies, the approach which FICA has adopted is to identify and then make contact with the agricultural cooperatives in the Districts targeted by the project. The first step has been to develop an Initial Intervention Plan (IIP) in collaboration with LOL. The IIP sets out the planning for initiating activities in the District. In this context, FICA and LOL organized a mission into the CRD Districts in order to consolidate the information previously collected by the ENRM project, and in particular to identify the principal constraints linked to the production and commercialization of the agricultural products produced by the cooperatives.

The analysis of the information from this survey permitted FICA to identify the cooperatives which were really functional, as opposed to those which existed in principle but which in fact were no longer operational. Concerning the constraints, the following points were noted :

- In general, the members of the cooperatives sell their products individually in quantities which are relatively small. This is a disadvantage for them since buyers will offer only low prices. With a limited ability to negotiate individually, the members find themselves faced with a 'take it or leave it' situation.
- For economic reasons and because of the difficulty of storing and conserving certain agricultural products, the majority of producers sell their produce immediately after the harvest—when prices are at their lowest. Selling when the market is saturated hardly profits the cooperative, and this approach obviously tends to reduce revenues for the producers. For instance, the results of the survey conducted in Balaya Centre and Koin Centre in May clearly pointed out the significant losses incurred because of the inappropriate methods used for storing onions.
- Buyers are the sole source of information on prices for the members of the cooperatives—which obviously allows buyers to bias the negotiations in their favour.
- Agricultural inputs, in particular fertilizers and seeds, are bought individually by the cooperative members and in small quantities. The small quantities involved hardly encourages suppliers of agricultural inputs to go out into the Districts where the cooperatives are operating.
- Another constraint, no less important, and noted during the survey is the difficulty faced by cooperative members in finding credit to purchase agricultural inputs. According to several members of the cooperatives, the only source of credit available in the village is merchants who lend money at rates of interest of up to 50 percent.

As a result of information collected during the survey referred to above, FICA developed and implemented a certain number of commercialization strategies aimed at supporting agricultural

cooperatives. The objective is to help the cooperatives increase revenues from the commercialization of their agricultural produce. These strategies are as follows :

#### The Strategy of Grouped Selling

This strategy permits the members of a cooperative to acquire much stronger negotiating power in relation to buyers, with the aim of obtaining better and more uniform prices for the members' produce. By selling together, the members deal with larger volumes which permits the cooperative to more easily honor contractual commitments related to the volume of produce to be delivered. This approach will be implemented and evaluated in the ENRM project zones for the next agricultural season.

#### The Strategy of Grouped Buying

This strategy of grouped buying of agricultural inputs allows the members of the cooperative to profit from economies of scale and to obtain inputs at lower prices. As an illustration of the practice of this strategy, FICA recently negotiated the supply of 6.55 tonnes of 17-17-17 fertilizer, 2.25 tonnes of urea, and a wide variety of seed for onions and potatoes, in order to satisfy the demand for these inputs by cooperatives in Lelouma and Tougué.

#### The Strategy of Phased Selling

Because methods of storing and conservation of produce have improved, this strategy allows cooperatives to plan for the selling of their produce over a longer period of time. FICA has first of all targeted onion growers, whose harvest coincides with the point when prices are low. If these onions are now placed on the market, the price may collapse even further. The technique is based on the principle that the price of produce will increase the later it is sold after the harvest. Put another way, at the time of harvest the market is saturated with produce which drives prices down. If the cooperatives can find a way to store and conserve their onions in order to sell them later on, they will profit much more from their activities.

The strategy is based on the principle that storage conditions for onions can be improved. In this respect, FICA has undertaken the construction of a prototype storage system in the District of Balaya where FICA works in collaboration with several cooperatives to resolve problems related to the storage of onions and other produce.

#### Signature of service contracts and recruitment of *Agents de Vente des Prefectures* (AVP)

In order to facilitate the implementation of the strategies indicated above, FICA signed 57 service contracts with participating cooperatives. FICA then recruited a certain number of AVP with whom the Foundation signed contractual agreements. The AVP live in the Prefectures and their tasks include:

- Finding markets for the produce of the cooperatives
- Collecting and selling agricultural produce
- Signing the *Carte des opérations de commercialisation agricole* (COCA)
- Identifying new agricultural cooperatives
- Prepare and have signed the contracts for buying and selling produce
- Inform the ATL about quantities of produce available
- Negotiate the means to transport produce
- Negotiate prices and the means of payment between the cooperatives and the ATLs
- Inform the cooperatives about market prices as surveyed by FICA
- Report on activities to the supervising ATL

It should be noted that the AVPs receive a commission based on the value of the transactions they negotiate on behalf of the cooperatives. To ensure a regular and coordinated flow of information between the AVP and the cooperatives, FICA has asked the members of the cooperatives to designate their own Selling Agent who is known by the title of *Agent de vente des groupements* (AVG).

The principle role of the AVG is to serve as a sort of transmission belt between the cooperative which designated him or her, and the AVPs located in the main town in the prefecture. Just like the AVPs, the AVG receives a commission on the sale of produce by the cooperative. This commercial assistance is provided under the direct supervision of the *Agents Technique de Liaison* (ATL) at the regional level, and of FICA's Marketing Director at the national level.

#### The Farmer to Farmer Program

In spite of the difficulties in recruiting volunteers for the FtF program, 15 training sessions were held of which two were presented by FICA staff for the AVP of Guéckédou and Labé. In addition, ten Terms of Reference for new volunteers were developed and sent to Winrock HQ in the US (which is where the program is managed).

#### New marketing tools

With the aim of both improving the effectiveness of the distribution system for agricultural products and maximizing the income of the producers, FICA has developed and made available to partner cooperatives the tools listed below in order to support the implementation of the strategies discussed above.

#### Market Liaison

As mentioned above, FICA has signed service contracts with partner cooperatives in the zones targeted by the project. The principal objective of this partnership is to provide assistance to the cooperatives for the commercialization of their produce, to help them obtain the best price by providing easy access to market information and information on agricultural inputs. The main role of FICA is to act as intermediary between the supply and demand by means of a system of commission exacted on each transaction. In order to better manage this liaison, sales agents (AVP and AVG) have been recruited and trained in the necessary skills. The main task of these sales agents is to find markets for the partner cooperatives.

#### Production Register

The interviews which FICA has conducted with producers revealed that most of them had no idea of their production costs. This means that the selling prices they set were without any real foundation. To improve this situation FICA, with the help of a FtF volunteer, has developed and distributed to producers what is called the Green Production Register (*le Carnet vert de l'exploitant agricole*). This register allows the producer to register on a daily basis all the expenses occurred in the context of his operations and to calculate the cost of production at the end of the season. One of the main objectives of introducing the Green Register is to encourage the members of the cooperatives to record their transactions and to be able to calculate unit production costs.

#### Commercial Transactions Register

This register (called the *Carnet des opérations de commercialisation agricole* or COCA) has been developed as the main support for the strategy of group sales. It allows the cooperatives to :

- Register data and information concerning their sales
- Obtain best prices for their agricultural produce
- Make sales projections
- Calculate net benefit or loss of their commercial activities over a given season

#### Purchasing Transactions Register

This register (called the *Carnet des opérations d'achat des intrants agricoles*) has been developed in support of the strategy of grouped buying of agricultural inputs. This tool allows cooperatives to :

- Register data related to the purchase of agricultural inputs
- Make projections about their need for inputs
- Calculate costs related to acquiring inputs

Installation of storage location for onions

A necessary condition for the phased selling of produce being the availability of an effective storage system for the conservation of produce, FICA designed and installed a storage system in Balaya in the Lelouma Prefecture. This installation serves as a model as well as a prototype for testing different construction materials proposed for storing onions.

The Business Plan for FICA

With the aim of identifying a consultant to assist with the development of a business plan for FICA, a team composed of FICA's Executive Director, the LOL representative in Guinea and his coordinator, traveled to Bamako, Mali, to review the operation of the Centre Agro-Enterprise which is located in that town.

The business plan is now being developed by a joint FICA/LOL team under the supervision of a consultant. It is in this context that a number of working groups have been established such as Diagnostic, Marketing, Products, and Finance. At the heart of FICA, a business plan committee has also been established.

### C 3. Intermediate Result 3<sup>1</sup>

#### *Small and micro enterprise activities increased*

In the ENRMA target zone, conditions for micro- and small-scale private sector development are characterized by limited financing options, impediments to market access, and managerial and technical constraints. Nevertheless, job options that successfully compete financially and culturally with resource-exploiting income-generation practices must be developed. The IR-3 team's approach in this area has been shaped by the experience, knowledge, and lessons learned by PRIDE/Formation and VITA in working with micro- and small enterprises (MSEs) in Guinea over the past 8 years, as well as Winrock's own work under the pilot Guinea Natural Resource Management project. Key to the approach is the recognition that while credit is important to increasing MSEs' economic participation and enhancing their well being, it is not sufficient. MSEs require other services to grow and thrive.

IR-3's overriding priority is to provide MSEs with the resources they need to start, develop, and grow profitable businesses. In this regard, the team's predominant concern was to develop and provide MSEs with user-friendly, demand-driven advisory services – including business planning, product and market development, and financial services. Another priority was to provide project clients with timely and valuable information that can help them make appropriate technology choices. To achieve this, the team developed and implemented an Information, Education and Communication Program to inform and educate entrepreneurs and established three Enterprise Development Centers (*Centres de Développement des Entreprises* - CDEs)<sup>2</sup>. The team also focused on strengthening local NGOs and institutions that can support further economic growth in the rural areas and continue to safeguard natural resources after the ENRMA has ended.

The success of IR-3 interventions rests largely on the extent to which entrepreneurs or groups of entrepreneurs can acquire and apply non-farm technologies and enterprise management skills. As a result, success in achieving IR-3 objectives can be measured by the progress in achieving three sub-intermediate results:

- Sub-IR 3.1: Enterprise management skills acquired and applied;
- Sub-IR 3.2: Enterprise skills in using new technologies strengthened;
- Sub-IR 3.3: Capacity of mobilizing financial resources for small and micro-enterprises strengthened.

It is easy to understand why:

- Obtaining and applying improved management skills can help MSEs identify income-generating opportunities, strengthen their service delivery, and improve product quality.
- Strengthening their skills in acquiring and using new technologies will allow the MSEs to initiate value-added income-generating activities that will contribute to the economic development of the community, and thus, improve their overall standard of living.
- Developing sound business plans will allow them to mobilize resources and access viable sources of financial services.

In this context, VITA and PRIDE/Formation identified a series of activities that would help achieve the desired objectives:

---

<sup>1</sup> This section is taken from the annual report prepared by VITA which has considerably more detail concerning IR 3 activities than can be presented here.

<sup>2</sup> The ENRMA technical proposal refers to these Centers as "Training, Information and Enterprise Development (TIED) Centers". The ENRMA project staff has adopted the shorter French equivalent of "Centres de Développement des Entreprises - CDEs" or Enterprise Development Centers.

- (Activity 3.11) Development and implementation of a training plan targeting micro and small enterprises in the activity zones.
- (Activity 3.12) Development and implementation of a comprehensive program for the monitoring, business advisory and impact evaluation activities related to the rural enterprise development element of the ENRMA.
- (Activity 3.21) Creation of three (3) Enterprise Development Centers (CDE) in Conakry, Labé and Gueckédou.
- (Activity 3.22) Development of an Information, Education and Communication (IEC) program that could foster entrepreneurship in the targeted rural areas, promote the adoption of appropriate technologies, help in the identification of new markets, and disseminate information to Guinean private enterprises about natural resource-related codes, texts and laws.
- (Activity 3.31) Creation of a rural network of Village Savings and Credit *Associations (Caisses Communautaires de Croissance - C<sup>3</sup>)* in the activity zones.
- (Activity 3.32) Offer of intermediation services to connect associations and village-based organizations involved in agricultural production, transformation and commercialization with local financial institutions in order to facilitate access to financial services.

### **Summary of the IR-3 Team's Activities during the first year of the project**

As with any project, especially one that operates in an environment as difficult as Guinea, ENRMA's start-up phase proved to be full of logistical challenges. To facilitate the start-up phase, the IR-3 Team, working closely with Winrock, concentrated its efforts on the activities needed to establish a solid logistical foundation from which the ENRMA enterprise development activities could be successfully launched in each target zone.

Progress was made in a number of areas:

#### **Project Administration & Logistics:**

- Immediately upon project award, a sub-agreement was signed between Winrock International and VITA, and a second-level sub-agreement between VITA and PRIDE/Formation in order to facilitate IR-3 implementation.
- Local personnel were recruited and hired.
- Financial and administrative systems for support of IR-3 activities were put in place. A Work Plan was developed for the first 18 months of project implementation.
- Overviews of ENRMA's activities were presented in the six target *Préfectures*, and the initial sites to be targeted by the project (CRDs and Districts) were selected.
- ENRMA's Headquarters Office and the Enterprise Development Center (CDE) in Conakry were established as were ENRMA's Regional Offices and CDEs in Labé and Guéckédou.
- Antenna office sites were established in Lélouma, Tougué, Kindia (Sougueta), Kissidougou and Macenta.
- A local area computer network (LAN) was installed and a "wireless" internet connection established for the Conakry offices.
- The Ministry of Telecommunications was petitioned for a license for VITA's Portable Ground Station (PGS) that was needed to facilitate communications between ENRMA's offices in Guéckédou and Labé. The license was issued and soon there after field testing of the PGS was initiated.
- A Performance Indicator Monitoring Specialist, Mr. Malcolm Versel, was selected by VITA and sent to Guinea to review and improve the ENRMA performance indicators established under USAID's IR-3 framework.
- The IR-3 Team participated in an Indicator Workshop organized by USAID's Natural Resource Management Team in order to revise the project's performance indicators based on the recommendations offered by Mr. Malcolm Marks and Mr. Malcolm Versel. The indicators were

then finalized and a performance indicator monitoring plan put in place in a meeting that was convened with USAID's Natural Resource Management Team.

- VITA's President, Mr. George Scharffenberger, visited the project to meet the new ENRMA Team, to see the project's activities in the field and to offer recommendations to VITA's field staff.
- The IR-3 management team temporarily transferred IR-3 personnel to new sites due to the suspension of enterprise development activities in the four of the six *Préfectures* targeted by ENRMA (Kindia, Kissidougou, Guéckédou and Macenta).

#### **Sub-IR 3.1:**

**(Activity 3.11) Development and implementation of a training plan targeting micro and small enterprises in the activity zones.**

- The IR-3 team successfully completed the first Participatory Sub-sector Analysis of three priority agricultural sub-sectors for ENRMA (Pineapple, potatoes and palm oil).
- A master Training Plan for IR-3 was developed by VITA and PRIDE/Formation covering the first 18 months of training under ENRMA.
- A two-week "Training-of-Trainers" session was organized for PRIDE/Formation's rural enterprise development agents.
- A series of training sessions targeting rural enterprises in the ENRMA activity zones was also organized in collaboration with PRIDE/Formation.
- Last but not least, PRIDE/Formation organized and gave its first training management course (*La Comptabilité Simplifiée*) aimed at enhancing the book-keeping and financial management skills of the Nyalama Forest Management Committee in the *Préfecture* of Lélouma.

#### **Sub-IR 3.2:**

**(Activity 3.21) Creation of three (3) Enterprise Development Centers (CDE) in Conakry, Labé and Gueckédou.**

To facilitate the creation of the three CDEs:

- CDE Directors and the ENRMA/VITA Assistant in charge of Finances and Administration participated in an Internet training session organized under the auspices of USAID's Leland Initiative.
- Enterprise Development Center (CDE) market studies for all three centers were commissioned and completed.
- Also commissioned and completed were draft Business Plans for each of the centers.
- Financial Procedures Manuals and supporting documents were created for each CDE.
- French language publications were procured for the CDE Documentation Rooms.
- The CDE in Conakry was inaugurated on July 13, 2000.
- Training activities were initiated in the Conakry and Labé CDEs.
- A governance workshop was organized for the four partner NGOs that will collaborate with the ENRMA team in the Fouta Djallon region.
- A Scope-of-Work was developed for a local consultant that will assist the IR-3 Team in developing and implementing a system to manage the different publications collected for the CDE Documentation Rooms.

**(Activity 3.22) Development of an Information, Education and Communication (IEC) program that could foster entrepreneurship in the targeted rural areas, promote the adoption of appropriate technologies, help in the identification of new markets, and disseminate information to Guinean private enterprises about natural resource-related codes, texts and laws.**

- A scope-of-Work was drawn up for an information specialist who will assist the IR-3 Team in developing a website and an I.E.C. program for the Enterprise Development Centers. The consultant's visit, originally scheduled for September, had to be postponed because of civil unrest. Arrangements are currently underway to reschedule the visit.
- Two appropriate technology training sessions were organized in the *Préfecture* of Tougué.
- Continued discussions were held with GTZ 4ATA and Essor concerning the possibility of collaborating with them for the promotion of new technologies in ENRMA's intervention zones.

**Sub-IR 3.3:**

**(Activity 3.31) Creation of a rural network of Village Savings and Credit Associations (*Caisses Communautaires de Croissance - C<sup>3</sup>*) in the activity zones.**

- Participation by VITA's Rural Financial Services Coordinator in the "Advancing Microfinance in Rural West Africa" Conference organized by USAID in Bamako, Mali. The participation was aimed at exposing the Rural Financial Services Coordinator to rural microfinance best practices in West Africa and offering her an opportunity to visit several successful African microfinance institutions operating in rural areas in Mali.
- Feasibility studies for the C<sup>3</sup> pilot sites were completed.
- A rural microfinance technical training session was organized for the six ENRMA rural financial services agents. The agents also participated in a three-week internship in three of PRIDE/Finance's Conakry branch offices.
- A Rural Financial Services Specialist, Mr. Adama Kodio, visited the project and worked with the IR-3 Team to finalize the Operations Manuals for the *Caisses Communautaires de Croissance - C<sup>3</sup>*. Mr. Kodio also trained the project's rural financial services agents in their use.
- With the help of the local communities, the office sites for twelve of the thirteen pilot C<sup>3</sup> were chosen and all necessary renovations initiated.
- Local communities drafted a *Règlement Intérieur* and assisted in the selection of two cashier candidates for twelve of the original thirteen of the pilot C<sup>3</sup>.
- Training sessions were organized for the cashier candidates from the pilot C<sup>3</sup> located in the *Préfectures* of Kindia, Lélouma and Tougué.
- A standard logo for the C<sup>3</sup> was developed with input from the local communities and safes and administrative documents were procured all thirteen pilot C<sup>3</sup>.
- *Accord de Collaborations* were signed between the project and four pilot C<sup>3</sup> in Lelouma (Djinkan and Balaya Centre) and Tougué (Kaffa and Sandaké). The payment of the *Droits d'Adhésion* and the *Parts Sociales* were made by the first group of clients in these sites.

**(Activity 3.32) Offer of intermediation services to connect associations and village-based organizations involved in agricultural production, transformation and commercialization with local financial institutions in order to facilitate access to financial services.**

- The project's first capacity-building training session targeting members of the Guinean Microfinance Practitioners Network (REGUIPRAM) was organized.
- A list of sites of the various microfinance institutions operating in Guinea was prepared.

- VITA's Director of Enterprise Development and the Rural Financial Services Coordinator participated in the most recent meeting of the Guinean Microfinance Practitioners Network (REGUIPRAM).
- The Operations Manual and supporting documents for the Pilot ENRMA Credit Program were developed, and the first loans were disbursed under the Program.
- Details of the IR-3 Team's Activities during the first year of the project

The following section provides the details of the principal activities undertaken by the ENRMA IR-3 Team during the first year of project implementation (October 1, 1999 to September 30, 2000):

### **Project Administration and Logistics**

As with any project, especially one that operates in an environment as difficult as Guinea, ENRMA's start-up phase proved to be full of logistical challenges. To facilitate the start-up phase, the IR-3 Team, working closely with Winrock, concentrated its efforts on the activities needed to establish a solid logistical foundation from which the ENRMA enterprise development activities could be successfully launched in each target zone.

Signature of a sub-agreement between Winrock International and VITA, and a second-level sub-agreement between VITA and PRIDE/Formation. On November 11, 1999, Winrock International signed a sub-agreement with VITA so that VITA could proceed with the implementation of ENRMA activities related to Intermediate Result Number 3. On December 14, 1999, VITA signed a second-level Sub-award Agreement with the local NGO PRIDE/Formation that is responsible for the implementation of Sub IR 3.2 activities.

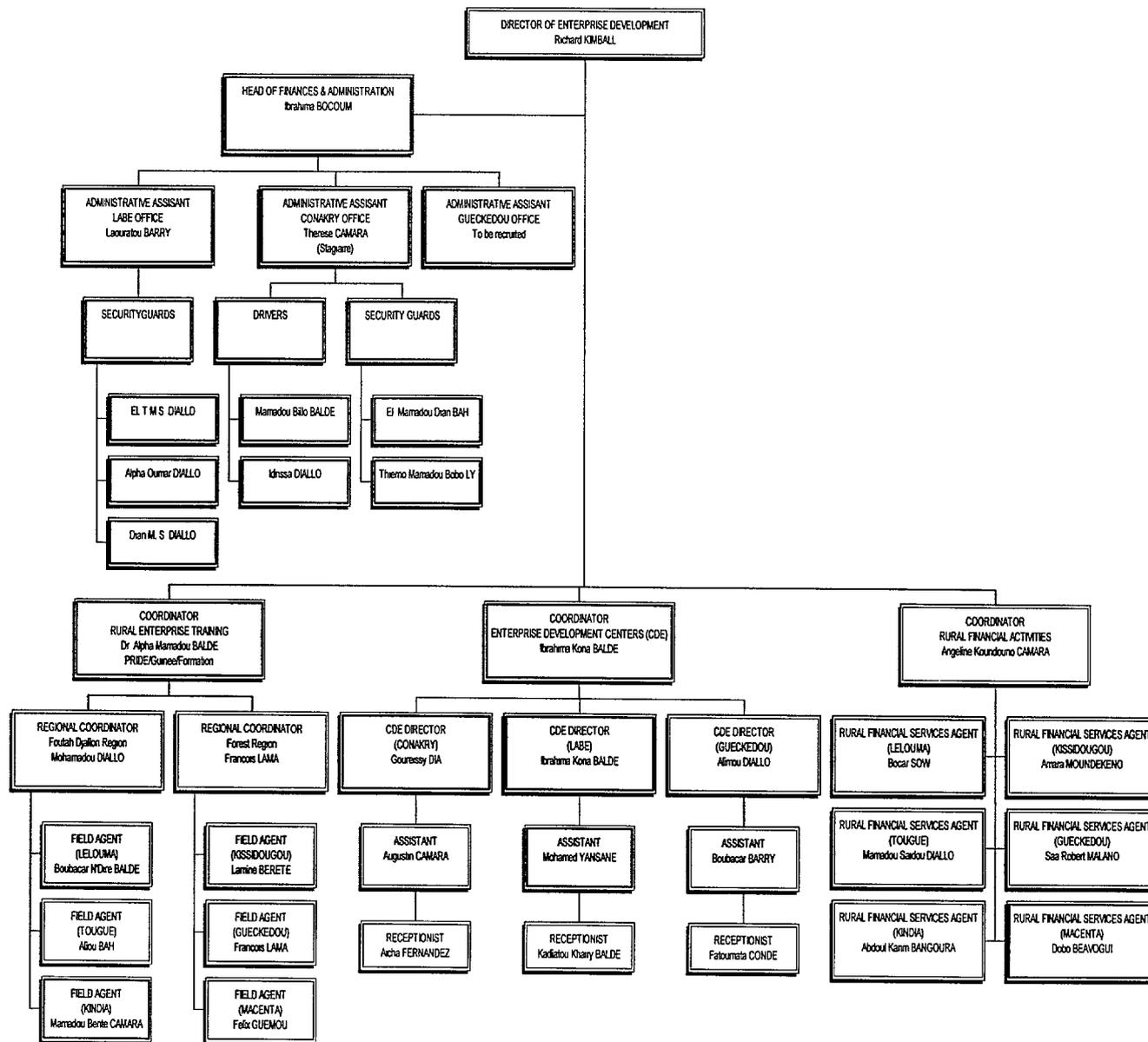
Recruitment and hiring of the IR-3 Team. Identifying a local staff took some time and effort; but VITA believes that this investment was justified. An important part of this process was the development of scopes of work for the key positions of the IR-3 Team. These were completed by the ENRMA Director of Enterprise Development, Mr. Richard Kimball, during October 1999 with feedback from the VITA home office.

Following the development of the scopes of work, the ENRMA Director of Enterprise Development made a series of recruitment announcements on national radio requesting all those candidates interested in the above-mentioned positions to submit their dossiers. For each post, the ENRMA Director of Enterprise Development reviewed the dossiers, organized a technical test, and invited the candidates to participate in a series of extensive interviews.

Based on an evaluation of each candidate's performance during the different stages of the recruitment process, and after the necessary background checks, VITA negotiated and signed employment contracts for the key positions of the IR-3 Team.

The following organizational chart indicates the composition of the IR-3 Team as of September 30, 2000:

**ORGANIZATIONAL CHART**  
**THE ENRMA RURAL ENTERPRISE DEVELOPMENT TEAM**  
**(IR-3)**



Establishment of financial and administrative systems. Given VITA's experience in managing the Guinea Rural Enterprise Development Project (GREDP) over the past seven years, the amount of time needed to set up the financial and administrative systems for the IR-3 activities under ENRMA was minimal. In the course of the last quarter of 1999, the IR-3 Team completed the following activities putting in place solid financial and administrative systems for IR-3:

- ENRMA/VITA Bank accounts were opened at the BICIGUI;
- ENRMA/VITA Financial and Administrative Procedures Manuals were developed and an ENRMA/VITA chart of accounts was created;
- An accounting software package was selected to be used to track the ENRMA/VITA accounting;
- A program was created in MS Excel to manage the ENRMA/VITA payroll; and
- Monthly financial reporting requirements were established in consultation with the VITA home office.

Development of the Work Plan for the first 18 months of the ENRMA. The first ENRMA pre-planning session was organized on November 24, 1999 by Martin Bush, the Winrock COP, in collaboration with Julie Fischer, Alphonse Faye, Jennifer Harte and Richard Kimball. The purpose of the session was to develop the program for the three-day project planning sessions. Overall, the first planning session went well, and the team was able to accomplish what it wanted to, despite the diversity in personalities and styles of the different team members. In accordance with the program established during the pre-planning session, the ENRMA team, USAID and representatives from the *Direction Nationale des Eaux et Forêts* (DNEF) held a series of working sessions from November 30<sup>th</sup> to December 2<sup>nd</sup>, 1999 at the ENRMA HQ office to develop the ENRMA work plan for the first 18 months of project implementation.

Presentation of an overview of ENRMA's activities in the six target *Préfectures*/Selection of the initial sites to be targeted by the project (CRDs and Districts). Following the development of the Work Plan, the ENRMA Team and the SO1 Team from USAID/Guinea presented the project's activities to the GOG authorities and to representatives from various NGOs and other organizations operating in the Prefecture of Kindia on December 15, 1999. As part of the presentation, the ENRMA Team worked with the participants to finalize the list of criteria to be used to choose the *Communautés Rurales de Développement* (CRDs) in the Kindia Prefecture which the project will target during the first 18 months. The participants were then requested to rank the 10 CRDs in Kindia in accordance with the selected criteria. Following this exercise, the results were tallied, pointing to sSougueta and Kolonten as the targeted sites, at least for the first year of project implementation.

From January 24-28, 2000, the ENRMA Team presented the project's activities to the authorities in the Prefectures of Kissidougou, Guéckédou and Macenta. During these Prefectural level meetings, the ENRMA Team worked closely with the local authorities and representatives from local NGOs to identify two CRDs per Prefecture. The presentation teams were well-received by the local authorities and the populations of the CRDs, and the project was able to collect important socio-demographic information during the visits.

During the mission to the Forest Region, the ENRMA Team was able to present the project's activities to the members of each of the CRDs except for the two CRDs in the Prefecture of Macenta. The ENRMA Team received news of security problems in Macenta the day before CRD-level presentations were scheduled; thus, the Team decided to postpone these presentations until the security situation in Macenta improved. Finally, on March 24, 2000, a team representing each of the ENRMA partners travelled to Macenta to present the project's activities in the CRDs of Bofossou and Vaseredou.

From March 30-31, 2000, the different ENRMA partners met in Labé to finalize the site-selection process at the District level. During the meeting, each of the partners prioritized the Districts of each

CRD according to criteria important to the success of their activities. The following considerations were taken into account in order to profit from the efforts of the previous project (*Le Projet de Gestion des Ressources Naturelles – PGRN*) and to maximize synergies between partners' activities:

- The review of the natural resources and agro-economic potential previously conducted at the level of the 12 CRDs prioritized by the project (except for the two CRDs in the Prefecture of Kindia due to the lack of data);
- The location of the three classified forests to be targeted by the project as co-management sites (Nyalama, Bakoun and Souti-Yanfou);
- The location of the three watershed areas targeted by the PGRN (Dissa, Diaforé and Koundou); and
- The location of the on-going HEPA activities.

As the following map indicates, the ENRMA plans to target six Prefectures over the next two years (Kindia, Lelouma, Tougué, Kissidougou, Guéckédou and Macenta), in addition to Labé and Conakry (where two of the three CDEs are located) and the three classified forests of Nyalama, Bakoum and Souti Yanfou.

This vast geographical coverage represents both logistical and managerial challenges for the project. Recognizing this, the IR-3 Team throughout the first year of project implementation worked closely with the other members of the Winrock Team and with the Winrock International Chief-of-Party (COP) to put in place the communication channels needed to ensure a steady flow of information.

Establishment of the ENRMA Headquarters Office and the Enterprise Development Center (CDE) in Conakry. ENRMA's HQ office was first established in October 1999. Access and security considerations convinced the project's management staff decided to move to a larger and more suitable office site during the second quarter of 2000. After visiting several potential sites, the project decided to move to the ground level floor of the same building where PRIDE/Finance's office is located. Situated on the ground floor of an apartment building located on the *Boulevard du Commerce* in the heart of downtown Conakry, the new site office site, almost twice the size of the original headquarters office (370 square meters), provides an ideal location for the project's Enterprise Development Center (CDE).

Establishment of the ENRMA Regional Offices and the Enterprise Development Centers (CDE) in Labé and Guéckédou. During the first two quarters of 2000, the IR-3 Team collaborated with the Winrock International Team to complete the necessary renovations to the ENRMA Regional Offices and Enterprise Development Center in Labé, and to identify and set up a site for the ENRMA Regional Office and Enterprise Development Center in Guéckédou. The two Regional Offices will be used by the project management personnel to coordinate the ENRMA field activities in the Fouta Djallon and the Forest Region and to provide logistical support for the field staff.

Establishment of the ENRMA antenna office sites in Lélouma, Tougué, Kindia (Sougueta), Kissidougou and Macenta. With logistical support from PRIDE/Formation, the IR-3 team established the ENRMA antenna offices in Lélouma, Tougué, Kindia (Sougueta), Kissidougou and Macenta. During the second quarter of 2000, PRIDE/Formation signed leases for the four antenna offices and started the necessary renovations. In order to maximize synergy between the different elements of the project and to share the costs, the antenna offices house PRIDE/Formation's Rural Enterprise Development agent, the ENRMA Rural Financial Services Agent and will eventually serve as a base of operations for the agents of the local partner NGOs which will collaborate with the Winrock Team in the execution of Intermediate Results 1, 2 and 4 in each of the *Préfectures* targeted by the ENRMA.

In order to facilitate communications with the antenna office, the IR-3 Team has requested that the project install UHF radios at each site. The project has already installed radios in the project's Conakry, Labé and Guéckédou offices, and radios are also to be installed in the different antenna

offices over the next few months. The Winrock International COP has also agreed to purchase a small generator (2-3 kVA) to provide electricity for the antenna offices. Finally, PRIDE/Formation has agreed to provide guard and cleaning services for the antenna offices, and each of the partner NGOs using the office space have agreed to share the costs.

Installation of the local area computer network (LAN) and a "wireless" internet connection for the ENRMA Headquarters office in Conakry. Following the review of technical and financial proposals submitted by several local internet service providers, the project signed a contract for a "wireless" internet connection with BINNTA for the ENRMA headquarters office and CDE located in Conakry. The representatives from BINNTA completed the physical installation of the wireless system in the ENRMA headquarters during the month of August. The ENRMA personnel in Conakry and the CDE's public internet room now have 24-hour a day email and internet access. Because internet service providers in Guinea are currently facing a serious bottleneck resulting from the currently limited capacity of SOTELGUI's satellite gateway, BINNTA pursued and received authorization from the GOG to install its own Vsat. Until the new Vsat is operational, the project's internet connection will be somewhat slow, especially during peak hours of the day.

Completion of the physical installation of the local area computer network (LAN) in the ENRMA office complex in Labé. During the third quarter of 2000, the IR-3 Team completed the physical wiring for the LAN in the ENRMA office complex in Labé. The project is waiting for the latest shipment of computer equipment to arrive in order to install the hubs which will be used to link the different buildings which make up the ENRMA office complex in Labé. As soon as this equipment arrives, the IR-3 Team will complete the LAN installation in Labé.

During the fourth quarter of 1999, the VITA home office staff worked closely with the IR-3 Team to procure donated computer equipment to reinforce the institutional capacity of the three Enterprise Development Centers - CDEs in Conakry, Labé and Guéckédou. VITA received the following donated items:

- Three (3) Pentium desktop computers and monitors;
- Ten (10) 486 desktop computers and monitors; and
- Several printers.

The used computer items will be used in the computer literacy training rooms that have been established in each Enterprise Development Center (CDE). In improve their performance, the IR-3 Team upgraded the RAM and hard drive memory of four of the donated computers to 32 mega RAM and 1G of hard drive. However, due to the age and model types of the other used computers, the project has not been able to find the appropriate memory chips on the local market (the local suppliers have stopped selling the older models). To upgrade the remaining used computers, the project will have to purchase and install new motherboards into which the new memory chips can then be installed. In this light, the IR-3 Team has requested Winrock COP to purchase of the new motherboards.

Receipt of a license from the Ministry of Telecommunications for the use of VITA's Portable Ground Station (PGS) for the ENRMA's activities in Guéckédou and Labé/Initial field testing of the PGS. In order to facilitate the approval from the Ministry of Telecommunications for the use of the VITA ground station (PGS) for the ENRMA's activities in Guéckédou and Labé, the project staff requested support from the USAID SO1 Team. Following instructions from USAID, the Winrock COP submitted a letter to the Ministry of Telecommunications requesting authorization for the use of the PGS. Given the humanitarian nature of the project's activities, the Ministry of Telecommunications agreed to a 50% reduction in the normal fee structure. On June 28, 2000, the Ministry of Telecommunications issued the project a license authorizing the use of the portable ground station in Guéckédou and Labé. A copy of the license was submitted to Winrock International and VITA.

The VITA Portable Ground Station (PGS) arrived in Guinea and cleared customs during the third quarter of 2000. With technical support from the VITA President, the ENRMA Director of Enterprise Development was able to install the WiSP software, and the initial tests of the PGS in Labé and Conakry have been successful. In light of Guinea's current security situation, the project has decided to keep the PGS in the Conakry office until further notice.

The benefits of VITA's Portable Ground Station (PGS) for the ENRMA will be at least two-fold. The PGS will be used to improve the project's communication infrastructure, and the CDEs will use it to provide email services to a wide-range of clients (entrepreneurs, NGOs, development projects, government institutions, students, etc.).

**Review of Performance Monitoring Indicators.** On April 7, 2000, Mr. Malcolm Versel, the Performance Indicator Monitoring Specialist selected by VITA, completed his first field visit to Guinea. During his stay in Guinea, Mr. Versel worked closely with the IR-3 team to develop and refine IR-3 performance indicators acceptable to USAID and Winrock International which were presented (in oral and written form) during an Indicator Workshop organized by the Mission. Mr. Versel assisted the different members of the IR-3 Team in developing a cost-effective methodology for data collection of the indicators, and train 3 to 5 key staff in the importance and relevance of data collection and provide specific hands-on training to enable impact monitoring to be properly initiated. Finally, Mr. Versel provided a draft report detailing accomplishment, problems and recommendations regarding Impact Monitoring for the IR3 team, and following the visit, he submitted the English version of his final report concerning the IR-3 Performance indicators, which was forwarded to the Winrock International COP.

**Participation in an Indicator Workshop organized by USAID's Natural Resource Management Team.** On June 28, 2000, the ENRMA Team participated in an Indicator Workshop organized by USAID's Natural Resource Management Team. The Indicator Workshop was organized to finalize the Performance Indicator Monitoring Plan (PMP) for USAID's Natural Resource Management Strategic Objective and to prepare for the collection of result data for FY 2000 Performance Result Assessment (PRA) report. The Workshop :

- Finalized the definitions of all the indicators listed in the PMP, including the SO-level indicators;
- Set the baseline for each indicator if possible;
- Set the targets for each indicator by year from FY 2001 to FY 2005; and
- Establish a timetable for the collection and reporting of performance data for FY 2000.

**Organization of an ENRMA team meeting with USAID's Natural Resource Management Team to finalize the revisions to the project's performance indicator monitoring plan.** Following the USAID Indicator Workshop, the Winrock COP organized a meeting with Dr. Son from USAID's Natural Resource Management Team to finalize revisions to the project's performance indicators and its performance monitoring plan. Following the advice of Malcolm Marks, Malcolm Versel and Dr. Son, the project was able to reduce its indicators to a more manageable number and to develop a performance monitoring plan around its internal monitoring needs as well as those of USAID.

The Winrock COP submitted these revised indicators to the USAID Mission for approval. Following USAID's approval of the ENRMA's revised performance indicators, the VITA sub-agreement will need to be amended by Winrock International to reflect the new indicators (See **Annex 1** for a copy of the ENRMA's revised performance indicators).

**A field visit from George Scharffenberger, the new President of VITA.** VITA's President, Mr. George Scharffenberger, visited Guinea from August 26 to September 5, 2000, to meet the ENRMA Team, to see first-hand the project's activities in the field, and to offer recommendations to VITA's field staff.

During his stay, Mr. Scharffenberger met with the ENRMA Team at the headquarters in Conakry before travelling to Kindia, Labé, Tougué and Lélouma to visit the project's field activities in these *Préfectures*. Highlights of his trip to the interior of Guinea included:

- An opportunity to shake hands with clients participating in an Entrepreneurship Workshop organized by PRIDE/Formation in Labé under the auspices of the ENRMA.
- An visit to the ENRMA Antenna Office in Tougué and an opportunity to sit in on an Enterprise Creation Workshop organized by the IR-3 Team.
- A trip to the District of Kafah in Tougué to visit one of the pilot C<sup>3</sup> sites and to meet with members of the local community.
- A trip to the CRD of Tyanguel Bori to visit the members of the various associations who have received enterprise development training from the IR-3 Team.

Overall the field visit was quite productive and provided an excellent opportunity for the ENRMA field staff to meet the new President of VITA.

The temporary transfer of IR-3 personnel to new sites due to the suspension of enterprise development activities in the four of the six *Préfectures* targeted by the ENRMA (Kindia, Kissidougou, Guéckédou and Macenta). In light of the recent security problems in Guinea, the IR-3 Team has decided to temporarily transfer two of its Rural Financial Services Agents from the *Préfectures* of Guéckédou and Macenta to the *Préfectures* of Kissidougou and Kindia, and the personnel of the Guéckédou Enterprise Development Center (CDE) have been transferred to the Conakry and Labé CDEs.

#### **Rural Enterprise Training Activities (in collaboration with PRIDE/Formation)**

During the first year of the project, the IR-3 team completed the following Rural Enterprise Training activities aimed at providing participants with a variety of techniques to improve their business management skills, to successfully expand their enterprises, and to encourage them to establish new entrepreneurial activities.

**Completion of the first Participatory Sub-sector Analysis of three priority agricultural sub-sectors for the ENRMA (Pineapple, potatoes and palm oil).** From January 9-21, 2000, Mrs. Jill Donahue, a small enterprise development consultant identified by VITA, made her first participatory SSA and "Farmer-to-Market" analysis field visit under the auspices of the ENRMA. During her stay, Mrs. Donahue completed the following activities in collaboration with three multi-disciplinary teams made up of members representing each of the ENRMA partners (Winrock, VITA, PRIDE/Formation, FICA and Land O'Lakes):

- Introduced the concept of participatory SSA and "Farmer-to-Market" analysis;
- Discussed how participatory SSA and "Farmer-to-Market" can be applied in Guinea within the context of the ENRMA;
- Developed a strategy for the participatory SSA and "Farmer-to-Market" field work;
- Finalized the choice of the ENRMA team members that will perform the participatory SSA and "Farmer-to-Market" field work; and
- Identified the regions and priority sub-sectors to be targeted by the teams, and determined the time and resources necessary to successfully complete the fieldwork.

From February 1-15, 2000, three teams with members from PRIDE/Formation, VITA, FICA and LOL started their field work in the Guinea Maritime Region (pineapple subsector), the Fouta Djallon Region (potato subsector), and the Forest Region (palm oil subsector). On February 28, 2000, Jill Donahue returned to Guinea for a follow-up visit to start the data analysis phase. During the first two weeks of March, Mrs. Donahue worked with the three teams to analyze the information gathered during the data-collection phase in order to develop a set of recommendations for the ENRMA which were presented to the ENRMA Team and to USAID's SO1 Team on March 14, 2000. The results of

this SSA were used during the quarter by PRIDE/Formation and the CDEs to develop their enterprise development training plans.

**Development of the Training Plan for IR-3 to be executed by VITA and PRIDE/Formation during the first 18 months of the ENRMA.** From March 30-31, 2000, the different ENRMA partners met in Labé to finalize the development of the external and internal ENRMA training plans for the next 18 months. Prior to this meeting, the Executive Director of PRIDE/Formation, the CDE Coordinator, the Rural Financial Services Coordinator and VITA's Head of Finance and Administration developed their respective training plans which were incorporated into the ENRMA IR-3 training plan which submitted to Winrock International.

The ENRMA training plans provide detailed schedules of the various external (targeting project beneficiaries) and internal (aimed at capacity building of project personnel and the members on the local NGOs implementing project activities) training activities to be organized by the different ENRMA partners through March 30, 2000.

**Organization of a two-week "Training-of-Trainers" session for PRIDE/Formation's rural enterprise development agents.** From May 3-20, 2000, PRIDE/Formation organized a series of Training-of-Trainers sessions in Labé for its team of rural enterprise development agents. The objective of this training was to increase the capacity of the agents, and, following the training session, the agents returned to their respective *Préfectures* to continue marketing the different training workshops to be organized over the next few months.

**Organization of PRIDE/Formation's first training management course (*La Comptabilité Simplifiée*) for the Nyalama Forest Management Committee in the Prefecture of Lelouma.** From March 21-27, 2000, PRIDE/Formation organized its first training session for the Nyalama Forest Management Committee in the Prefecture of Lélouma. The training session offered provided an introduction to simple accounting procedures, and a total of 25 participants received the training. The initial feedback from the participants was positive ; nonetheless, the Executive Director of PRIDE/Formation will organize a debriefing meeting with the Winrock Coordinator in Labé in order to identify areas of improvement before the next training.

**Organization of a series of rural enterprise development workshops in the ENRMA intervention zones.** As of the first quarter of 2000, the IR-3 Team, in collaboration with the local NGO PRIDE/Formation, organized a series of training sessions targeting rural enterprises<sup>1</sup> in the project's activity zones aimed at providing participants with a variety of techniques to improve their business management skills, to successfully expand their enterprises, and to encourage them to establish new entrepreneurial activities.

The table overleaf provides a breakdown of the various enterprise development training sessions organized by the ENRMA IR-3 Team as of September 30, 2000:

---

<sup>1</sup> By enterprise, we mean any individual or formal or informal organization (enterprise, association, group, etc.) engaged in revenue generating activities.

**Summary of the Rural Enterprise Development Training Sessions Organized  
by the IR-3 Team as of September 30, 2000**

N O	TYPE OF TRAINING MODULE	SITE	DATES	NUMBER OF PARTICIPANTS			
				M	F	Total	
<b>A</b>	<b>Entrepreneurship Workshop</b>						
1	Entrepreneurship Workshop - LN	Kindia	March 23 – April 7, 2000	20	12	32	
2	Entrepreneurship Workshop - Fr (in collaboration with DNA)	Labé	May 8-19, 2000	44	0	44	
3	Entrepreneurship Workshop - LN	Lélouma Center	June 1-12, 2000	12	13	25	
4	Entrepreneurship Workshop - LN	Lélouma (Tyanguel Bori)	June 19-26, 2000	7	31	38	
5	Entrepreneurship Workshop - LN (in collaboration with CCA)	Labé	June 20-25, 2000	12	7	19	
6	Entrepreneurship Workshop - Fr	Guéckédou	June 21 – July 1, 2000	15	0	15	
7	Entrepreneurship Workshop - LN	Tougué	July 2-11, 2000	11	11	22	
8	Entrepreneurship Workshop - Fr	Tougué	July 15-26, 2000	22	2	24	
9	Entrepreneurship Workshop Fr	Macenta	August 13-24, 2000	22	3	25	
10	Entrepreneurship Workshop - Fr	Labé	August 27 – Sept. 7, 2000	14	7	21	
11	Entrepreneurship Workshop - Fr	Kissidougou	August 28- Sept. 8, 2000	11	2	13	
12	Entrepreneurship Workshop - LN	Lélouma Center	September 11-22, 2000	10	3	13	
<b>Sub-total : Entrepreneurship Workshop</b>				<b>200</b>	<b>91</b>	<b>291</b>	
<b>B</b>	<b>Enterprise Creation Workshop</b>						
1	Enterprise Creation – Fr	Tougué	August 27 – Sept. 5, 2000	22	1	23	
<b>Sub-total : Enterprise Creation Workshop</b>				<b>22</b>	<b>1</b>	<b>23</b>	
<b>C</b>	<b>Business Plan Development Workshop</b>						
1	Business Plan Workshop - Fr	Kindia	June 16-17, 2000	24	1	25	
<b>Sub-total : Business Plan Development Workshop</b>				<b>24</b>	<b>1</b>	<b>25</b>	
<b>D</b>	<b>Introduction to Marketing Workshop</b>						
1	Introduction to Marketing Workshop - Fr	Kindia	July 1-2, 2000	21	4	25	
2	Introduction to Marketing Workshop - LN	Labé	July 28 – August 2, 2000	19	6	25	
3	Introduction to Marketing Workshop - LN	Labé	September 4-11, 2000	13	11	24	
<b>Sub-total : Introduction to Marketing Workshop</b>				<b>53</b>	<b>21</b>	<b>74</b>	
<b>E</b>	<b>Customer Service Workshop</b>						
1	Customer Service Workshop - Fr	Kindia	July 14-15, 2000	9	2	11	
<b>Sub-total : Customer Service Workshop</b>				<b>9</b>	<b>2</b>	<b>11</b>	
<b>F</b>	<b>Simplified Accounting Workshop</b>						
1	Simplified Accounting Workshop - LN (for the Nyalama Forest Committee)	Lélouma (Linsan Saran)	March 21-28, 2000	20	6	26	
<b>Sub-total : Simplified Accounting Workshop</b>				<b>20</b>	<b>6</b>	<b>26</b>	
<b>G</b>	<b>Strategic Management Workshop</b>						
1	Strategic Management Workshop – LN (CCA)	Labé	August 8-18, 2000	17	7	24	
<b>Sub-total : Local NGO Capacity Building Workshops</b>				<b>17</b>	<b>7</b>	<b>24</b>	
<b>TOTAL</b>				<b>345</b>	<b>129</b>	<b>474</b>	
				Percentage (%)	<b>73%</b>	<b>27%</b>	<b>100%</b>

Fr = French version of the workshop

LN = Local language version of the workshop

As the table above indicates, the IR-3 Team has trained 473 persons in the various business development training workshops offered by PRIDE/Formation. The sheer number of persons trained is quite impressive given that during the first six months of the year the efforts of the IR-3 Team were monopolized by the logistics related to the start-up phase. The ENRMA IR-3 Team, however, is not satisfied with the relatively low percentage of women participants – 27%. The ENRMA Director of Enterprise Development and the Executive Director of PRIDE/Formation have discussed this issue, and the local NGO will be developing new marketing strategies aimed at attracting more women clients during the second year of the project.

### **Enterprise Development Centers (Centres de Développement des Entreprises – CDEs)**

As of September 30, 2000, the Enterprise Development Center (*Centre de Développement des Entreprises – CDEs*) personnel completed the following activities:

**Participation of the CDE Directors and the ENRMA/VITA Assistant in charge of Finances and Administration in an Internet training session organized under the auspices of USAID's Leland Initiative.** From January 24-25, 2000, the CDE Coordinator (Mr. Ibrahima Kona Baldé), the CDE Directors in Conakry and Guéckédou (Mr. Goureissy Dia and Mr. Alpha Alimou Diallo), and the ENRMA/VITA Assistant in charge of Finances and Administration (Mr. Ibrahima Bocoum) participated in an internet training, "*L'Internet au Service du Développement*," which was organized by USAID, AED and ETI-Bull under the auspices of the Leland Initiative and concentrated on how the internet can be used in the context of natural resource management and enterprise development. This training will be useful to the Enterprise Development Center (CDE) personnel for several reasons. The CDEs will offer public internet access and internet training for its clientele, and the IR-3 Team can use the internet to access a wide variety of business development sites and publications.

**Completion of the Enterprise Development Center (CDE) market studies in Conakry, Labé and Guéckédou.** During the month of April 2000, WAC (West African Consultants), the local marketing firm hired by the IR-3 Team, completed the fieldwork for the CDE market studies in Conakry, Labé and Guéckédou. After several edits, the IR-3 team received the final version of the CDE market study from the Director of WAC, and the document has served as a major input to the CDE business plan development process. Highlights of the CDE market study results are summarized as follows:

- The number of local institutions providing quality business development services in Guinea (especially in the interior of the country) is relatively limited.
- Potential clients for business development services exist in Conakry, Labé and Gueckédou, and are interested in procuring services such as reliable internet access, computer literacy and basic business computer skills training, and a wide variety of business training.
- The payment capacity of Guinean micro- and small enterprises, especially those operating in the interior of the country, is relatively low; thus, the personnel of the CDEs will have to concentrate on developing low-cost business development service delivery mechanisms.

### **Completion of the first draft of the Business Plan for the Enterprise Development Centers.**

Based on the results of the CDE market studies, the IR-3 team developed the first draft of the CDE business plan by developing the outline for the business plan, identifying the additional information needed to develop the business plan; and dividing the work of drafting the different sections of the business plan between the three CDE Directors. As indicated in the business plan, the Enterprise Development Centers (CDE) will offer a wide variety of business development services such as:

- Public access to internet and to a wide variety publications;
- Computer literacy and basic business computer skills training; and
- Entrepreneurship training and other business training modules.

In the light of the lessons learned by other USAID-funded Business Incubators, the ENRMA Enterprise Development Centers (CDE) will use a limited number of multi-disciplinary personnel and avoid incurring high levels of indirect costs from the outset of the project by offering the above-mentioned services in collaboration with its principal partner PRIDE/Formation and other local business development institutions.

**Development of a Financial Procedures Manual and supporting documents for the Enterprise Development Centers (CDE).** In order to encourage transparent management of the financial resources of the Enterprise Development Centers (CDE), the IR-3 Team developed a CDE Financial Procedures Manual. The Head of Finances and Administration for the IR-3 Team organized a

training session for each of the CDE Directors on the use of the Financial Procedures Manual and supporting documents for the Enterprise Development Centers (CDE).

**Procurement of French language publications for the CDE Documentation Rooms.** During the second quarter of 2000, the IR-3 team initiated efforts to procure French language publications for the CDE documentation rooms. In particular, the ENRMA Enterprise Development Director and the CDE Coordinator contacted the American Cultural Center in Conakry (USIS). In 1995, the American Cultural Center had donated publications for six reference rooms located in PRIDE/Finance branch offices, and the IR-3 team hoped that USIS would be able to make a similar donation to the CDEs. Given current budgetary constraints, however, the Director of the American Cultural Center indicated that the project would have to purchase the publications.

In collaboration with the VITA home office staff, the IR-3 Team increased its efforts to procure French language publications related to enterprise development, natural resource management, sustainable agriculture, and appropriate technologies. To this date, the project has ordered publications from USAID and has received permission from several other institutions including McGill University to reproduce materials for the CDEs. The Director of the CDE in Conakry has started to develop a database to be used by the CDE staff to manage these documents.

**Organization of a governance workshop for four partner NGOs that will collaborate with the ENRMA in the Fouta Djallon region.** To contribute to the institutional strengthening of the various local NGOs implementing activities under the auspices of the ENRMA, the IR-3 Team organized a Governance Workshop on June 16 for four local NGOs which will collaborate with the project in the execution of its IR-1, IR-2 and IR-4 activities. During the month, the ENRMA Director of Enterprise Development revised the microfinance governance indicator tool developed by VITA to adapt it to a larger NGO audience, and the NGO Governance Workshop was designed around the revised governance indicator tool. The Governance Workshop registered a total of 10 participants, including three (3) representatives from *Association Guinéenne pour l'Environnement et le Développement* (ADEG), two (2) representatives from Ballal-Guinée, three (3) representatives from *Union Guinéenne des Volontaires du Développement* (UGVD), one (1) representative from *Centre Africain de Formation pour le Développement* (CENAFOD), and the Administrator of the ENRMA Regional Office in Labé.

The Governance Workshop was well received by the participants, all of which indicated on their evaluation forms that they would recommend the training to other NGOs. In addition, over half the participants gave the Workshop a score of "Excellent", and the remaining participants indicated that the training was "Very good". Following the Workshop, each NGO, was required to fill out a governance indicator questionnaire based on the realities in the field, and the IR-3 Team scheduled a one-day debriefing workshop for July 7, 2000, to go over the results of the indicator questionnaire and to facilitate the development of an action plan for each NGO to address the weaknesses identified during the Workshop.

Given this success, the IR-3 Team plans to add the Governance Workshop to the CDE product line and will market it to other Guinean NGOs.

**Inauguration of the CDE in Conakry and Initiation of training activities in the Enterprise Development Centers (CDE).** On July 13, 2000, the project organized the official inauguration of the Enterprise Development Center (CDE) in Conakry. The inaugural ceremonies were presided by the Director of the USAID Mission in Guinea and the National Director of Water and Forestry of the Ministry of Agriculture. The inauguration was broadcast on the national television station and summarized in several local newspapers.

Following the inauguration, the project's Enterprise Development Center (CDE) in Conakry initiated its first computer and business development training sessions and opened its Internet Access Room to the public following the inauguration of the Center at the end of August 2000. According to the

Director of the CDE in Conakry, the Center has signed contracts with several institutional clients for computer training courses and has offered computer literacy courses and public access internet services to several individual clients.

The IR-3 Team had planned to organize the official inauguration of the project's Enterprise Development Center (CDE) in Labé during September 2000. However, the IR-3 Team decided to postpone the inauguration date until the arrival of the project's final shipment of computer equipment. As soon as the equipment arrives, the IR-3 Team will finish the installation of the local area network (LAN) in the ENRMA Office Complex in Labé, and will set a date for the official inauguration of the Labé CDE. Nonetheless, the CDE staff in Labé has already developed a series of computer and business development training modules and organized its first training sessions during the third quarter in order to contribute to the project's performance indicators. Security considerations necessitated temporary halt of IR-3's efforts to open the CDE in Guéckédou.

**Development of a Scope-of-Work for a local consultant to assist the IR-3 Team in developing and implementing a system to manage the different publications collected for the CDE Documentation Rooms.** During the third quarter of 2000, the IR-3 team, in collaboration with the VITA home office staff, continued to procure French language publications for the CDE Documentation Rooms. In order to properly manage these documents, the IR-3 Team developed Scope-of-Work for a local consultant to assist the IR-3 Team in developing and implementing a system to manage the different publications collected for its Documentation Rooms. The IR-3 Team plans to select the consultant and initiate the work during the month of October 2000.

**Completion of a Scope-of-Work for Tobias Eigen, an information specialist who will make his first field visit to Guinea on September 15 to October 1, 2000, to assist the IR-3 Team in developing a website and an I.E.C. program for the Enterprise Development Centers.** During the third quarter of 2000, the IR-3 team finalized the scope-of-work for Tobias Eigen, an information specialist who was scheduled to make his first field visit to Guinea from September 15 to October 1, 2000, to assist in developing a website and an I.E.C. program for the Enterprise Development Centers. Security considerations necessitated postponement of Mr. Eigen's travel but efforts are underway to reschedule his trip and facilitate his input.

**Cost-recovery performance of the Conakry Enterprise Development Center (CDE).** The following table provides a summary of the cost-recovery performance of the Conakry Enterprise Development Center (CDE) during the third quarter of 2000:

<b>Cost-recovery performance of the Enterprise Development Center (CDE) in Conakry as of September 30, 2000 (in GNF)</b>	
	<b>3<sup>rd</sup> Quarter 2000</b>
<b>Revenues:</b>	<b>857 400</b>
<b>Operating Costs:</b>	
Salaries & Benefits	3 043 935
CNSS	287 902
Lodging & Perdiems	120 000
Office Maintenance & Repairs	50 000
Computer Supplies	476 500
Office Supplies	380 400
Marketing & Publicity	2 288 036
<b>Total Operational Costs</b>	<b>6 646 773</b>
<b>Profit/Loss On Operations</b>	<b>(5 789 373)</b>
<b>Cost-Recovery Ratio (Revenues/Total Operational Costs)</b>	<b>13%</b>

As indicated by the table above, the Conakry Enterprise Development Center (CDE) covered 13% of its operational costs during the first quarter of its operations (from July-September 2000) – largely surpassing the projected cost-recovery indicator of 3%. The cost-recovery figures for the Labé and Guéckédou CDEs are not included in this table given that the Labé CDE only commenced its activities during the last two weeks of September 2000, and security considerations necessitated temporary halt of IR-3's efforts to open the CDE in Guéckédou.

**Organization of two appropriate technology training sessions.** From September 19-28, 2000, the IR-3 team, through the Enterprise Development Centers (CDE), organized its first appropriate technology training sessions on tie-dying and soap-making in the Tougué Préfecture. A total of 59 persons participated in the trainings, of which 57 were women. Finally, the IR-3 Team continued discussions with representatives from ESSOR, a local NGO, and with representatives from the GTZ A4 project, concerning the possibility of collaborating to promote proven appropriate technologies to the ENRMA beneficiaries. The IR-3 Team plans to initiate several test activities with these two organizations during the fourth quarter of 2000.

The table below provides a breakdown of the various training sessions organized by the Enterprise Development Centers (CDE) as of September 30, 2000:

<b>Summary of the Training Sessions Organized by the Enterprise Development Centers (CDE) as of September 30, 2000</b>						
N O	TYPE OF TRAINING MODULE	SITE	DATES	NUMBER OF PARTICIPANTS		
				M	F	Total
<b>A</b>	<b>Local NGO Capacity Building Workshops</b>					
1	Governance Indicator Workshop	Labé	June 16, 2000	9	1	10
<b>Sub-total : Local NGO Capacity Building Workshops</b>				<b>9</b>	<b>1</b>	<b>10</b>
<b>B</b>	<b>Appropriate Technology Workshops</b>					
1	Introduction to tie-dying	Tougué	September 19-28, 2000	2	37	39
2	Introduction to soap-making	Tougué	September 19-28, 2000	0	20	20
<b>Sub-total : Appropriate Technology Workshops</b>				<b>2</b>	<b>57</b>	<b>59</b>
<b>C</b>	<b>Computer Literacy and Internet Training Workshops</b>					
1	Computer Literacy and Internet Training	Labé and Conakry	September 1-30, 2000	17	13	30
<b>Sub-total : Computer Literacy and Internet Training Workshops</b>				<b>17</b>	<b>13</b>	<b>30</b>
<b>TOTAL</b>				<b>11</b>	<b>84</b>	<b>95</b>
<b>Percentage (%)</b>				<b>12%</b>	<b>88%</b>	<b>100%</b>

#### **Rural Finance Activities**

During the first year of the project, the IR-3 team commenced its activities related to the creation of a network of Community Savings and Loans Associations (*Caisses Communautaires de Croissance – C<sup>3</sup>*) and to finished the ground work needed to offer of intermediation services to connect associations and village-based organizations involved in agricultural production, transformation and commercialization with local financial institutions in order to facilitate access to financial services. In particular, the IR-3 team completed the following activities:

**Participation of VITA's Rural Financial Services Coordinator in the "Advancing Microfinance in Rural West Africa" Conference organized by USAID in Bamako, Mali.** From February 22 to March 3, 2000, the ENRMA Rural Financial Services Coordinator, Mrs. Angeline Koundouno, travelled to Mali to participate in the "Advancing Microfinance in Rural West Africa" Conference organized by Weideman Associates and USAID and to visit several successful Malian microfinance institutions. West African microfinance institutions have made impressive strides in reaching the rural poor, a market segment often thought of as "unreachable" in many areas of the world. As such, these institutions can provide important lessons on how to provide financial services to the rural poor in sparsely populated areas, while making significant strides towards institutional financial sustainability.

In this context, the Mali Conference aimed at sharing these lessons with a wider audience of practitioners and identifying unique features of the rural economy that present challenges for expanding the microfinance frontier in rural Africa. The Conference provided a forum to discuss rural finance issues and addressed the latest innovations and challenges to advance the sustainability and outreach of microfinance institutions in rural West Africa. Participants explored product innovations and institutional delivery mechanisms with the potential to further penetrate rural financial markets.

Following the Conference, Mrs. Koundouno was able to visit the following microfinance institutions in Mali: The Caisses Villageoises d'Epargne et de Crédit Autogérées du Pays Dogon ; Niégessiguissou; and CANEF. The exchange visit to Mali gave Mrs. Koundouno an opportunity to visit several successful African microfinance institutions operating in rural areas in Mali, and provided additional insight needed to develop the methodology for the *Caisses Communautaires de Croissance – C<sup>3</sup>*.

**Recruitment of six Rural Financial Services Field Agents.** During the first quarter of 2000, the VITA/ENRMA staff made three recruitment announcements on National radio requesting all interested parties for the six Rural Financial Services Field Agents. In response to the announcements, 119 candidates submitted dossiers. The Rural Financial Services Coordinator and the VITA/ENRMA management staff reviewed the dossiers of the 119 candidates, organized a technical test for 70 candidates and interviewed 18 candidates during the month of February.

On March 6, 2000, the VITA/ENRMA management staff signed one-year contracts with the following six Rural Financial Services Field Agents who will be responsible for installing the network of *Caisses Communautaires de Croissance – C<sup>3</sup>* in the Prefectures of Kindia, Lelouma, Tougué, Kissidougou, Guéckédou and Macenta: (1) Mr. BANGOURA Abdoul Karim – **Kindia** ; (2) Mr. SOW Bocar – **Lélouma** ; (3) Mr. DIALLO Mamadou Saidou – **Tougué** ; (4) Mr. MALANO Saa Robert – **Kissidougou** ; (5) Mr. MOUNDEKENO Amara – **Guéckédou** ; and (6) Mr. BEAVOGUI Dobo – **Macenta**.

**Completion of the feasibility studies for the C<sup>3</sup> pilot sites.** During the month of April 2000, the six Rural Financial Services Field Agents, under the guidance of the ENRMA Rural Financial Services Coordinator, completed the C<sup>3</sup> feasibility studies in all six Prefectures targeted by the project.

Based on the results of these studies and taking into account the site priorities, the IR-3 Team recommended the installation of thirteen (13) pilot C<sup>3</sup> - one pilot C<sup>3</sup> to be established in one District in each of the twelve CRDs targeted by the project, plus an additional C<sup>3</sup> site to be set up in the District of Linsan Saran near the Nialama classified forest in the CRD Linsan.

The table below provides a summary of some basic demographic statistics for the C<sup>3</sup> pilot sites:

### PROPOSED C<sup>3</sup> PILOT SITES

PRECTURE/CRD/ DISTRICTS	Number of Sectors	Number of Households	Population		
			M	F	T
<b>I. TOUGUE :</b>					
<b>A. CRD of Tougué-Centre</b>					
1. District of Sandaké	11	223	882	1 074	1 956
<b>B. CRD of Koïn</b>					
2. District of Kaff	5	N/A	837	906	1 743
<b>II. LELOUMA :</b>					
<b>A. CRD of Lelouma-Centre</b>					
3. District of Dyinkan	N/A	246	638	850	1 488
<b>B. CRD of Balaya</b>					
4. District of Balaya Centre	4	302	678	1 051	1 729
<b>C. CRD of Linsan</b>					
5. District of Linsan-Saran (Nialama Forest)	N/A	N/A	N/A	N/A	N/A
<b>III. KINDIA :</b>					
<b>A. CRD of Sougueta</b>					
6. District of Linsan	6	N/A	2 390	2 440	4 830
<b>B. CRD of Kolenten</b>					
7. District of Kolenten-Centre	4	N/A	1 173	1 146	2 319
<b>IV. KISSIDOUYOU :</b>					
<b>A. CRD of Yende-Millimou</b>					
8. District of Walto	15	N/A	1 707	1 899	3 606
<b>B. CRD of Yombiro</b>					
9. District of Bagbe	8	52	532	564	1 096
<b>V. GUECKEDOU :</b>					
<b>A. CRD of Ouende-Kenema</b>					
10. District of Kenema Centre	10	N/A	1 285	1 211	2 496
<b>B. CRD of Guendembou</b>					
11. District of Badala	8	N/A	1 450	1 517	2 967
<b>VI. MACENTA :</b>					
<b>A. CRD of Vaseredou</b>					
12. District of Vaseredou Centre (Cité)	7	229	654	721	1 375
<b>B. CRD of Boffossou</b>					
13. District of Ozaolazou	7	181	608	652	1 260

**Organization of a rural microfinance technical training session for the six ENRMA rural financial services agents.** From May 9-12, 2000, the ENRMA Enterprise Development Director organized the following training sessions for the Rural Financial Activities Coordinator and the six rural financial services agents:

- An overall presentation of the ENRMA;
- A discussion on potential areas of collaboration with other ENRMA partners;
- The development of the microfinance industry;
- The historical challenges faced by MFIs;
- The principles of successful MFIs;
- The factors which effect the efficiency and productivity of MFIs;
- The importance of interest rates for MFIs;
- The conditions and the methodology for installing the C<sup>3</sup>s;
- An appropriate methodology for socio-economic diagnosis in a rural setting; and
- A presentation of the initial work accomplished concerning the C<sup>3</sup> methodology.

**Organization a three-week internship for the six ENRMA rural financial services agents in three of PRIDE/Finance's Conakry branch offices.** On June 16, 2000, the six ENRMA rural financial services agents completed a three-week practical internship in three of PRIDE/Finance's Conakry branch offices. On June 19, 2000, the six agents presented their internship reports to the ENRMA Director of Enterprise Development. The three internship provided the ENRMA rural financial services agents an opportunity to see first-hand microfinance agents in action in the field and gave them a chance to practice the techniques acquired during their rural microfinance technical training session.

**Development of Operations Manuals for C<sup>3</sup> / Training of Agents** From July 10 to August 7, 2000, Adama Kodio, a Rural Financial Services Consultant with over thirteen years of microfinance field experience directing the *Caisses Villageoises d'Epargne et de Crédit Autogérées du Pays Dogon* (CVECA), a network of over 70 village savings and loans associations, made a field visit to Guinea and worked with the ENRMA Rural Financial Services Coordinator and agents to:

- Develop the methodology, operations manual and other supporting documentation needed to manage the Community Savings and Credit Associations (*Caisses Communautaires de Croissance - C<sup>3</sup>*) to be created under the auspices of the Expanded Natural Resource Management Activity (ENRMA).
- Identify the information management needs of a C<sup>3</sup> and to help design an initial database to manage the information be generated by the C<sup>3</sup>.
- Organize a series of training sessions for the IR-3 ENRMA Team concerning the methodology, operations manual and other supporting documentation needed to manage the C<sup>3</sup>.
- Elaborate the internal control systems and procedures for the C<sup>3</sup>.
- Develop appropriate training modules for the Board Members, Administrators and members of the C<sup>3</sup>.

Overall, the field visit was a success and with the assistance provided by Mr. Kodio, the IR-3 Team developed the preliminary version of the operational manuals and supporting documents needed to manage the C<sup>3</sup>, and the ENRMA Rural Financial Services Coordinator and field agents received training in their use. Following Mr. Kodio's departure, the IR-3 team developed the final versions of the C<sup>3</sup> Operations Manuals.

**Identification by the local communities of the office sites for twelve of the thirteen pilot C<sup>3</sup> and the initiation of the necessary renovations for these buildings.** During the quarter, the rural financial services agents worked with local communities to identify the buildings that will house each C<sup>3</sup>, and prepared cost estimates for the renovations that would ensure adequate security for each C<sup>3</sup> and convey the proper image (painting the building with a standard color scheme, and the installation of metal doors and window grills).

**Creation of the first C<sup>3</sup> Management Committees, development of a draft *Règlement Intérieur* and the selection of two cashier candidates by the local communities of twelve of the original thirteen of the pilot *Caisses Communautaires de Croissance - C<sup>3</sup>*.** Based on the guidelines provided by Mr. Kodio, the rural financial services agents assisted the local communities in twelve of the thirteen pilot C<sup>3</sup> sites to create Management Committees, develop draft versions of their *Règléments Intérieurs*, identify two candidates for the post of C<sup>3</sup> cashier and to develop an *Accord de Collaboration* to eventually be signed by each C<sup>3</sup>.

**Organization of the initial training sessions for the cashier candidates from the pilot C<sup>3</sup> located in the Préfectures of Kindia, Lélouma and Tougué.** From September 8-11, 2000, the ENRMA Rural Financial Services Coordinator organized the initial training sessions for the two cashier candidates from each of the pilot C<sup>3</sup> sites located in the *Préfectures* of Kindia, Lélouma and Tougué.

The various manuals and administrative documents developed by the IR-3 Team under the guidance of Mr. Adama Kodio served as the basis for the cashier training.

**Development of a standard logo for the C<sup>3</sup>.** During the third quarter of 2000, the IR-3 Team, with input from the local communities in the C<sup>3</sup> sites and help from a local artist, developed a logo for the *Caisses Communautaires de Croissance - C<sup>3</sup>* and ordered standardized signs for the C<sup>3</sup> pilot sites in Fouta Djallon Region. The standard logo will increase the visibility of each C<sup>3</sup>, and thus contribute to the marketing efforts to attract potential clients, and will help the IR-3 Team to promote an image of uniformity amongst the different C<sup>3</sup>s that will eventually make up a National Network.

**Procurement of safes and administrative documents for the thirteen pilot C<sup>3</sup>.** During the third quarter of 2000, the project ordered 13 safes for each of the pilot C<sup>3</sup> sites. The safes cleared customs, and the IR-3 Team delivered safes to four of the C<sup>3</sup> pilot sites in Lélouma (Districts of Djinkan and Balaya Centre) and Tougué (Districts of Kaffa and Sandaké). The IR-3 Team also procured from a local printing company the first batch of forms and administrative documents (Accounting journals and forms, client savings booklets, etc.) needed to manage the operations of the pilot C<sup>3</sup>. The safes and the administrative documents will reinforce the security of the funds to be mobilized by the C<sup>3</sup>s and will help portray an image of professionalism to potential clients.

**Signature of an *Accord de Collaboration* between the project and four pilot C<sup>3</sup> in Lelouma (Djinkan and Balaya Centre) and Tougué (Kaffa and Sandaké) and the payment of the *Droits d'Adhésion* and the *Parts Sociales* by the first group of clients in these sites.** Following the creation of the local Management Committees, the project signed an *Accord de Collaboration* with four pilot C<sup>3</sup> in the *Préfectures* of Lélouma (Djinkan and Balaya Centre) and Tougué (Kaffa and Sandaké). As of September 30, 2000, these four C<sup>3</sup> pilot sites had commenced operations and registered a total of 289 clients who have mobilized 2,501,000 GNF in the form of the *Droits d'Adhésion* and the *Parts Sociales*.

**Organization of the project's first capacity building training session targeting members of the Guinean Microfinance Practitioners Network (REGUIPRAM).** From June 20-22, 2000, the IR-3 Team organized its first capacity building training workshop (Performance Indicators for Microfinance Institutions - MFIs). The workshop targeted members of the Guinean Microfinance Practitioners Network (REGUIPRAM) and registered a total of 16 participants, including representatives from the different members of REGUIPRAM:

- PRIDE/Finance (4 representatives);
- Crédit Mutuel (2 representatives);
- DID/CPEC (2 representatives);
- FICA (1 representative);
- The Central Bank of Guinea – BCRG (1 representative); and
- ENRMA (the six rural financial services agents).

The objectives of the MFI Performance Indicator Workshop were:

- To expose participants to the different types of microfinance performance indicators;
- To teach participants how to calculate the microfinance performance indicators and to provide them with the capacity to analyze and interpret the indicators in order to respond to problems commonly faced by MFIs; and
- To promote the use of these performance indicators by the different members of the Guinean Microfinance Practitioners Network (REGUIPRAM).

During the evaluation that followed the Workshop, all the participants indicated that they would recommend the trainings to other microfinance practitioners, and more than half them gave the Workshop a score of "Excellent".

**Preparation of a list of the sites of the various microfinance institutions operating in Guinea.** During the third quarter of 2000, the IR-3 Team developed a comprehensive list of sites of the various microfinance institutions (MFI) operating in Guinea. The list of sites has been submitted to the USAID Natural Resource Management Team. From it a map will be developed indicating the geographic coverage of the MFIs in Guinea. Once created, this map will be extremely useful to the IR-3 Team in identifying future C<sup>3</sup> sites.

**Participation in the most recent meeting of the Guinean Microfinance Practitioners Network (REGUIPRAM).** On July 14, 2000, the ENRMA Director of Enterprise Development and the Rural Financial Services Coordinator participated in the most recent meeting of the Guinean Microfinance Practitioners Network (REGUIPRAM).

The meeting provided an opportunity for the IR-3 Team to present the ENRMA activities to the different members of the Network and was highlighted by the following points:

- A brief presentation of the ENRMA activities;
- A presentation by Mr. Adama Kodio;
- Discussions concerning a development strategy for the Network and the upcoming visit by a representative of Women's World Banking;
- The election of *Sécretariat Permanent* for the Network; and
- An update concerning the search for an office site for the Network.

**Development of the Operations Manual and supporting documents for the Pilot ENRMA Credit Program.** Since setting up a C<sup>3</sup> requires a lot of lead time and because C<sup>3</sup>s will not be established in all the target zones, the IR-3 team developed a Pilot ENRMA Credit Program during the third quarter of 2000 aimed at satisfying the financing needs of the various enterprises and associations supported by the different ENRMA partners. In order to facilitate the management of the Pilot Program, the IR-3 Team developed the Operations Manual and supporting documents for the Pilot ENRMA Credit Program, and organized a training session on September 25, 2000, for the Rural Financial Services Agents in their use.

Following this training session, the IR-3 Team, under the auspices of the Pilot ENRMA Credit Program, disbursed a total of 27 loans valued at 7,600,000 GNF to 3 entrepreneurs and 24 members of 6 GIE (*Groupements d'Intérêt Economique*) in the ENRMA target zones.

The table below provides a breakdown of the various Rural Financial Services training sessions organized by the ENRMA IR-3 Team as of September 30, 2000:

<b>Summary of the Rural Financial Services Training Sessions Organized by the ENRMA as of September 30, 2000</b>						
N O	TYPE OF TRAINING MODULE	SITE	DATES	NUMBER OF PARTICIPANTS		
				M	F	Total
<b>A</b>	<b>REGUIPRAM : MFI Capacity Building Workshops</b>					
1	MFI Performance Indicator Workshop	Conakry	June 20-22, 2000	16	0	16
	<b>Sub-total : REGUIPRAM : MFI Capacity Building Workshops</b>			<b>16</b>	<b>0</b>	<b>16</b>
<b>B</b>	<b>C<sup>3</sup> Capacity Building Workshops</b>					
1	C <sup>3</sup> Cashier Training Session	Labé	Sept. 8-11, 2000	15	0	15
	<b>Sub-total : C<sup>3</sup> Capacity Building Workshops</b>			<b>15</b>	<b>0</b>	<b>15</b>
	<b>TOTAL</b>			<b>31</b>	<b>0</b>	<b>31</b>
	<b>Percentage (%)</b>			<b>100%</b>	<b>0%</b>	<b>100%</b>

## **C4. Intermediate Result 4**

### *Favorable policy environment established*

Significant progress was made in the natural resource management informational/educational campaign. Early in July, a two-day workshop was held on the land contract mechanism in the Guendembou-CRD in Guéckédou Prefecture. Seventy-five people attended this workshop. Other highlights of the year include 1) the airing of a radio interview in local language (Pular) on the co-management effort, 2) the publication of a brochure (in French and Pular) on DNEF's new policy towards co-management, and 3) the organization of a national cartoonist competition. In addition, the Labé office signed one-year contracts with three national NGOs to undertake project activities in the prefectures of Lélouma, Tougué and Kindia.

A discussion of specific activities underway during the first year of the project and related to this intermediate result follows.

**Activity : 4.1.1 Identify the target populations at the local, regional, and national levels and**

**Activity 4.1.2 : Determine the information to be transmitted**

- Collected and archived copies of pertinent legislation.
- Completed a table listing the official texts related to natural resource management based on the responses from our inquiry.
- Established a list of target populations.
- Prioritized the information needs of the target populations.
- Focusing on two central policies through March 2001: the co-management policy supported by the DNEF and the land contract mechanism.

**Activity 4.1.3 : Determine the appropriate communication means and the mechanisms for each piece of information identified and**

**Activity 4.1.4 : Develop the overall communication strategy and the specific communication program through March 2001**

A Communication Strategy was completed in the second quarter of the Project Year. The document was submitted with the second quarterly report.

**Activity 4.1.6 : Create "feedback" mechanism to provide national policy makers with information regarding the impact of NRM policies and laws at the local level**

Contact was established with Dr. Antonio CARRILLO, forestry councillor, German Technical Cooperation who is assigned to work at the national level on forestry policy changes. We plan to work jointly to develop essential elements of a "feedback" mechanism. Combining our work at the local level and his work at the national level we will be in the position to create an efficient feedback mechanism.

The participatory Performance Improvement Review we are developing for the forest co-management program is another mechanism that will permit us to develop "feedback" mechanisms specifically related to the co-management effort. The PIR involves the principal partners in collaborative management: local community members and the DNEF.

#### **Activity 4.2.1 : Develop and implement program for widespread adoption of legally sound written contracts**

Our program includes organizing CRD-level workshops on the land tenure code and the written contract mechanism in all of the CRDs selected for the first 18-month period. Three workshops were organized during Project Year 1; one in the CRD of Balaya, the second in Guéckédou with national NGO agents and the third in the CRD of Guendembou.

The first of these workshops was held in Balaya-Centre for the Balaya CRD on 23-24 February. The workshop went very well, with all of the participants very enthusiastic and interested in implementing the mechanism in their CRD. Certain districts were already familiar with the contract mechanism through CECI who had introduced this concept in 1990 during project activities in the zone.

The list of participants for the two-day workshop included:

CRD Representatives	30 men	00 women = 30
Group/Association Representatives	03 men	03 women = 06
Cadres administrative	<u>07 men</u>	<u>00 women</u> = <u>07</u>
<b>TOTAL</b>	<b>40 men</b>	<b>03 women = 43 participants</b>

Six NGO agents were trained in the written land contract mechanism in Guéckédou (24-25 May). During the training the agents learned 1) to establish land contracts and 2) to conduct village-level workshops on the mechanism. The feedback was very positive from all of the participants. We programmed a workshop in Guendembou CRD (Guéckédou) for the beginning of July 2000. The NGO agents for the Forest Region were left in charge of organizing the workshop.

The third workshop was held in Guendembou-Centre for the Guendembou CRD on 04-05 July 2000. The workshop went very well, with all of the participants very enthusiastic and interested in implementing the mechanism in their CRD.

The list of participants for the two-day workshop included:

CRD Representatives	21 men	03 women = 24
Group/Association Representatives	22 men	01 women = 23
Cadres administrative	<u>12 men</u>	<u>16 women</u> = <u>28</u>
<b>TOTAL</b>	<b>55 men</b>	<b>20 women = 75 participants</b>

It was planned to have eight (8) land contracts signed between land users and property owners before the end of Project Year 1. In fact, at the close of the year there were 26 contracts signed in the project zone: 14 in CRD-Balaya, 2 in CRD-Guendembou and 10 with HEPA-related activities.

#### **Activity 4.2.2 : Develop and implement a monitoring and evaluation program for the land use contract mechanism**

The project is working to establish an M&E program for the land use contract mechanism. During the CRD-level workshops, the local representatives and GOG cadres are trained to keep a land contract register and to archive the land contracts that are signed in the CRD. Now that the NGO agents are trained in the use of the GPS, they will assist villagers to determine the geographic coordinates of each plot or field for which they want to establish a land contract. Each year during the life of the project the NGO representatives will interview a number of individuals who have established land use contracts to get their feedback on the mechanism. Further aspects of the M&E program remain to be developed.

#### **Activity 4.2.4 : Work with national level policymakers to develop “textes d’application” of the land code**

During the course of this project year the project has been exploring the possibilities of working with the World Bank to develop ways to address various land tenure policy issues and the land code.

#### **Discussion of Related Indicators**

##### **Indicator 4.1 : Translation of texts, codes, laws, and policy statements into local languages**

A brochure developed in French on the co-management effort has been translated into Pular, Arabic script and will be professionally reproduced for widespread distribution in our activity zone. We have already begun distributing the French version of this document to DNEF cadre and other GOG officials in Labé and the project zone (see documents attached to this report).

A booklet developed in French explaining the most important elements of the *Code Foncier et Domanial* is being translated into *Kissi* and *Toma* by local translators based in Guéckédou. Due to the current political situation in the region we were unable to finalize the translation before the end of the quarter. As soon as the situation permits, the two local language translations will be tested, revised and finalized

More significant during the third and fourth quarters was the extension work completed concerning the new DNEF policy on the co-management of classified forests. The content of the original document classifying Suti Yanfu and Bakun was communicated (for the first time for most villagers), in local languages, through a skit during village extension work.

##### **Indicator 4.2 : Number of radio messages concerning the application of the Land Code and the Forest Code**

PEGRN aired a radio message using Radio Rurale out of Labé. The message on the co-management activity was communicated through a short interview with a villager representing the Nialama Forest Committee, Mr Dantily Diakité (DNEF) and Mamadou Saliou Diallo (ENRMA). The text of the interview is attached to this report. Two similar radio messages were programmed to air from Kindia (in Susu) and Mamou (in Pular) but this activity was temporarily suspended due to the current political situation affecting the region. As soon as project activities resume in the zone these radio interviews will be aired.

In addition to the radio interviews, during the past two quarters we concentrated our efforts on communicating our message using a theater group. A Labé-based NGO, AJVODA, developed a short play about co-management that it presented in the villages surrounding Suti Yanfu and Bakun Classified Forests. The theater group staged this production at market places and in the shade of the trees in villages. The message was simple: the forest is being degraded and an alternative management strategy is necessary. This message reached a large audience and facilitated the village-level organizational work that followed in its footsteps. Village Theater is an especially important extension technique in areas such as Bakun since villagers are unable to receive Radio Rurale and the vast majority of them are illiterate.

##### **Indicator 4.3 : Number of seminars, workshops, and extension meetings concerning national policies and procedures**

Early in the fourth quarter, a series of extension meetings was held in the villages surrounding the Bakun Classified Forest in an effort to encourage villagers to organize so that they may negotiate a co-management agreement with DNEF. After the series of village-level meetings was completed, a

village assembly was held for all the selected village representatives. During the two-day village assembly three (3) separate Forest Committees were established due to the size of the forest and the distance between villages. A three-day workshop was organized for each of the forest committees to begin learning about the role and responsibilities of such a representative body. One of these meetings was completed in early July and other two were conducted in August 2000. Subsequently, all three local management committees participated in the discussions and negotiations concerning the Bakun Forest “plan d’aménagement” to be established with DNEF.

**Indicator 4.5 : Number of land use contracts signed between land users and property owners**

Three additional land contracts were signed this quarter between land users and property owners. The latest land contract signed in Balaya (see adjoined copy) is the first land contract signed between a landowner and an individual land borrower. This represents a significant step for the institutionalization of this mechanism in the zone, heretofore reserved for negotiations between landowners and gardening or agricultural cooperatives. This latest contract was negotiated and signed by the interested parties themselves as were all the previous contracts established in Balaya. The two other contracts were signed in the Guendembou CRD subsequent to the workshop on the land contract mechanism.

The PEGRN has begun a file for all land contracts established within the project zone subsequent to workshops and training sessions on written land use contract procedures. To date we have copies of thirteen signed contracts between landowners and gardening and agricultural producer cooperatives. All thirteen were signed in the CRD of Balaya (Lélouma Prefecture). Four of the agreements are with women’s cooperatives. The average length of the land use contracts is ten years. The level of enthusiasm is very high in Balaya and the locally elected CRD officials and government cadre are very motivated to help villagers establish land contracts.

## D. HEALTH AND ENVIRONMENT PROTECTION ACTIVITY

HEPA, the Health and Environmental Protection Activity, began in October 1998. HEPA was funded through Economic Support Funds (ESF) offered to USAID-Conakry by the US Congress. Using funds remaining from the recent closure (1997) of USAID programs in Niger, Congress offered Guinea 500,000 USD to support activities in the sectors of health and environment in the Guinea Forest Region, particularly in refugee affected areas. HEPA was established to promote sustainable natural resource management according to the objectives of AID's 1<sup>st</sup> Strategic Objective, and to a lesser degree, to improve Guinea's health service delivery systems in the prefectures of Gueckedou, Kissidougou and Macenta.<sup>1</sup>

### Objectives of the Program

The objectives of the HEPA program are based on the logical framework and overall objectives of AID's first Strategic Objective, SO1. Based on field visits and preliminary discussion with NGOs during the first few months of the HEPA program, the specific objectives of HEPA were outlined in an Action Plan and the targets for the results were set. The following table summarizes these targeted results. The listing by intermediate result is only descriptive of the type of activity.

**The results targeted under the HEPA program**

IR	HEPA TARGET RESULTS
IR 1	Over 800 hectares of forestlands restored.
	Over 1300 hectares of woodlands protected and managed according to a sustainable management plan.
IR 2	At least 900 farmers acquire skills in improved sustainable agricultural practices and/or use of market information.
	At least 440 farmers invest in improved sustainable agricultural practices.
	One hundred and ten (110) farmers develop farm management plans.
IR 3	Five (5) producer associations improve their internal organization and/or the marketing of their products.
	HEPA will assist in the development of five (5) new enterprises.
	HEPA will assist in the expansion of five (5) existing enterprises.

### Methodology of Intervention

Although the objectives and level of results to be achieved were set early on in the execution of the HEPA program, the ultimate decision on what activities would be executed was placed with the NGOs. A Request for Expressions of Interest was posted, which presented an overview of the program and the conditions under which local NGOs could submit proposals for funding. The REI described the general objectives of SO1 and asked for the NGOs to make propositions based on this information. The REI were posted at the HEPA office in Gueckedou, at USAID in Conakry, the main offices of FORUM and Winrock; and at USAID's partner offices within the project zone of intervention.

<sup>1</sup> See the HEPA final report for a full presentation of the details of this program.

Four radio announcements were made on the national radio to publicize the contents of the REI. The standing Request for Expression of Interest was posted until June 30, 2000.

The baseline criteria for considering a proposal for funding was; 1) The NGO had a demonstrated competence in project implementation; 2) The NGO had proposed a project that met some of the objectives of HEPA, and; 3) The total budget was between \$1,000 and \$50,000. The PSC and the committee then judged the proposals based upon their proposed Action Plan and the sustainability of the intervention.

The process of proposal selection began with a triage by the HEPA Coordinator in Gueckedou. This involved not only reviewing the documents submitted, but meeting with the NGOs in the office and in the field to judge their past activities and the feasibility of their proposed interventions. The members of the selection committee were given the most promising proposals to read and were asked to provide their feedback to the Coordinator. The feedback was summarized and then given to the NGO's. The NGOs revised the proposals based on the feedback and submitted a revised version.

In June 1999, sufficient numbers of proposals had reached this stage and subsequently a proposal review meeting was called. The first meetings were held on August 5-10. The selection committee eventually voted to accept five (5) of the nine proposals that were discussed during these meetings.

The NGOs whose proposals were accepted were asked to write their final drafts in which they addressed certain critical issues raised in the meetings. USAID-Conakry's contracting specialist then came to Gueckedou to gather additional information that was used to put the proposals into contract form. In October, 1999, the Regional Contracting Officer signed four of the five proposals (one of the proposals was left unsigned at this stage).

### **Summary of Sub-grants**

The HEPA program was eventually integrated into the ENRM Project and managed by Winrock International, which took over the management of the HEPA program in January, 2000.

Winrock has retained the same principal objectives and recruitment procedures as those of the original HEPA program. To ensure that activities were started rapidly, a three-day workshop was held in February 2000. The goal of the workshop was to explain the HEPA program and the USAID results framework to potential partners so that they could rapidly formulate pertinent proposals. The workshop also focused on improving the NGOs capacity to prepare proposals and meet the requirements of donors.

In early March seven sub-grants were offered to seven NGOs that had submitted proposals as a result of their attendance at the workshop. Two additional proposals were later accepted and sub-grants were offered. All contracts offered under the HEPA program are shown in the table overleaf (the contracts signed under USAID are indicated with an asterisk).

### Summary of HEPA Sub-grants

Sub Grant #	NGO	Title	Description Of Activities	Amount Allocated GNF
1	*AFAF	<i>Formation des Accoucheuses Traditionnelles dans la Préfecture de Gueckedou</i>	AFAF's project falls under HEPA's health objectives. AFAF will train 100 midwives in modern birthing techniques. They will also open up a dialogue among women who conduct female circumcision to examine the negative health implications of their practice.	37,900,154
2	*APARFE	<i>Project d'Implication des Populations Locales Dans La Gestion des Forêts Classées et Villageoises</i>	APARFE established 4 <i>Groupement Forestiers</i> in four villages in the Kissidougou Prefecture. They also conducted the initial natural resource survey and socio-economic study necessary to implement the co-management process in two classified forests, Selli Koro (2300 Ha) and Moffa (34Ha).	41,515,700
3	*IBGRN	<i>Etude de MARP dans la Préfecture de Gueckedou</i>	IBGRN conducted Participatory Rapid Appraisals ( <i>MARP</i> ) in 18 villages in the Gueckedou Prefecture. These studies were used as a planning tool for the execution of the HEPA program.	8,980,025
4	*GUIPE (1)	<i>Reboisement de Douze Hectares dans le Village de Gbengen</i>	GUIPE's first project involved the reforestation of 12 hectares in Gbengben. This was a fully participative activity, executed with the residents of Gbengben, two neighboring communities and the refugees living in their villages.	5,295,200
5	CAPG	<i>Formation des Familles Paysannes en Gestion Des Stocks de Récoltes dans le CRD de Guendembou</i>	CAPG trained 1115 families in the CRD of Guendembou in the proper management and marketing of their agricultural production.	13,345,100
6	FEPEDMG	<i>Reboisement dans Trente (30) Aires Scolaires</i>	The David Morley foundation conducted environmental education campaigns in 29 schools throughout the prefecture of Gueckedou. They also created reforestation parcels in each of these schools with the active participation of the students.	11,519,875
7	GAT	<i>Reboisement de Cinq Hectares des Terres Dégradées</i>	GAT is a groupement that worked with its community to reforest certain key parcels of land with high-value timber species. They made land-use contracts that established a protocol for the harvest of these trees and the division of the benefits between the landowner and the members of the groupement.	5,766,000
8	WACODES	<i>Development of the WACODES Cooperative</i>	WACODES is a cooperative structure that trained over 1113 farmers in improved agricultural practices. They also assisted 14 village level associations to improve their internal organization and outline a strategy by which they would work under the cooperative structure.	30,871,500

<b>Sub Grant #</b>	<b>NGO</b>	<b>Title</b>	<b>Description Of Activities</b>	<b>Amount Allocated GNF</b>
9	Ceramiques d'Afrique	<i>Development of a Fuel-efficient Stove Enterprise</i>	Ceramiques d'Afrique started the sale of clay-fired fuel-efficient stoves under the auspices of the PEGRN. They succeeded in selling 401 stoves as of September 2000. Their activities are expected to continue indefinitely	3,500,000
10	EDAC	<i>Projet d'Assistance aux Membres "EDAC" à la Gestion Durable des Éco-socio-systèmes de leurs Exploitations Agricoles et Forestières Familiales et Communautaires</i>	EDAC is a membership organization that is presently helping its members to renew their coffee plantations with improved varieties. They also began work of the establishment of 6 Groupement Forestiers in the Guenduembou CRD.	58,720,125
11	Groupement "Ladai"	<i>L'Appui aux 13 Groupements de Macenta dans La Production Amélioré du Riz du Bas Fond et La production des Légumes pendant dans le Contre Saison</i>	Ladai and their president Michel Koivogi offered technical assistance to 13 groupements. The members were trained in improved production techniques and were also assisted to formulate a production and marketing strategy.	1,115,000
12	GUIPE (2)	<i>Etablissement d'Une Banque des Céréales à Gbeninkoro</i>	GUIPE's second intervention involved the establishment of a cereal bank in Gbeninkoro. The groupement Sassakawa 2000 will manage the bank. They were assisted by GUIPE with the formulation of their by-laws and statutes.	4,480,564
13	Consultant Wood Technology Kissima Drame	Training to FICA members and invitees in the sustainable harvest transformation of Timber Wood in the Guinean Context	<i>Kissima Drame was called upon to offer complete the information offered by a Farmer to Farmer volunteer brought in to work with the persons in the small-scale timber industry. His expertise in wood quality and tree felling were valuable complements to the information offered by the FtF volunteer.</i>	612,000
14	Consultant Cooperative Development Abdoulaye Beyla Diallo	Training of two NGOs in the procedures necessary for the establishment of Cereal Banks	<i>Abdoulaye Bella Diallo worked with HEPA make progress towards the development of a standardized strategy concerning the establishment of cereal banks in the Forest Region.</i>	937,000
			<b>Total Obligated for All Projects</b>	<b>224,558,243</b>
			<i>Total Obligated for Winrock-Funded (Minus USAID-HEPA-funded agreements)</i>	<b>130,867,164</b>

## Summary of Results

The table below presents a summary of the results achieved during the execution of the sub-grants. As noted earlier, HEPA had its own specific objectives and targets. However, since HEPA was based on the objectives of USAID's SO1, many of the HEPA activities contributed to the achievement of the targets set for the indicators of the ENRM Project. In fact, certain indicators of success are identical for the ENRM Project and HEPA.

Where the ENRMP and HEPA shared identical indicators, the numbers are counted in the ENRMP indicators. However, for the purposes of this section, these results are displayed again in the table as HEPA's indicators.

Ind. #	Indicators	Cum. Targeted	Achieved
1.02	Participatory assessments carried out with assistance from NGO or GOG	<sup>1</sup> N/A	18
1.04	Number of NRM demonstrations or community protected areas established with technical assistance from GOG or NGOs	N/A	39
1.05	Training sessions, field visits, villager exchange trips completed to provide training to community members in NRM practices	N/A	16
1.06	Number of farmer outreach leaders trained	N/A	67
1.07	Number of community members trained	N/A	1997
1.08	Percentage of natural resource management committees created which are functional	N/A	66%
1.10	Percentage of NRM plans developed by communities and accepted according to selected criteria	N/A	100%
1.12	Percentage of NRM plans successfully executed.	N/A	100%
1.13	Percentage of trained farmers that apply NRM practices	N/A	100% (1997/1997)
2.01	Number of producers who invest in production practices that improve productivity in a sustainable manner	N/A	1116
2.03	New agricultural-based enterprises are established	N/A	15
2.04	Number of producers using marketing information for their marketing strategy	N/A	2778
2.07	Percentage of women among the individuals that use marketing information for the marketing strategy.	N/A	44%
2.08	Number of producers in activity zone capable of describing at least two practices which increase productivity	N/A	1472
2.09	At least 25,000 hectares are maintained under NRM practices	N/A	187.3
2.12	Number of extension agents/community leaders attending NGO sponsored workshops	N/A	59
2.15	Number of producers who develop and implement a simple production plan	N/A	225
2.16	Number of female producers implementing a simple production plan	N/A	92

<sup>1</sup> HEPA did not specifically target the results and indicators of the ENRM Project. However, the programs of HEPA effectively contributed to these results—particularly the SO 1 indicators and benchmarks.

<b>Ind. #</b>	<b>Indicators</b>	<b>Cum. Targeted</b>	<b>Achieved</b>
<b>2.18</b>	Number of producers who develop loan applications	N/A	<b>538</b>
<b>2.19</b>	Number of producers who receive approved loans	N/A	<b>538</b>
<b>2.28</b>	An augmentation in the value of the produce sold by at least 15%. (Keep this result until 2001)	N/A	<b>38%</b>
<b>3.05</b>	Number of persons having received training on Preparing Bids and Proposals	N/A	<b>30</b>
<b>3.10</b>	Number of non-agricultural production enterprises created in the activity zone.	N/A	<b>1</b>
<b>3.13</b>	Number of jobs created in the activity zones	N/A	<b>7</b>
<b>3.16</b>	Number of enterprises having adopted new technologies in the activity zones	N/A	<b>2</b>
<b>3.19</b>	Number of enterprises that have mobilized their own financial resources.	N/A	<b>1</b>
<b>4.05</b>	Number of land use contracts signed between land users and property owners	N/A	<b>10</b>
<b>H</b>	Over 800 hectares of forestlands will be restored.	<b>800</b>	<b>1169.3</b> (140 of these Ha are counted in 2.09)
<b>H</b>	Over 1300 hectares of woodlands will be protected and managed according to a sustainable management plan.	<b>1300</b>	<b>121</b>
<b>H</b>	At least 900 farmers will have acquired skills in improved sustainable agricultural practices and/or use of market information.	<b>900</b>	<b>4250</b> (All of these individuals are counted in either 2.04 or 2.08)
<b>H</b>	At least 440 farmers will invest in improved sustainable agricultural practices.	<b>440</b>	<b>1116</b> (All of these individuals are counted in 2.01)
<b>H</b>	One hundred and ten (110) farmers will develop farm management plans.	<b>110</b>	<b>225</b> (All of these individuals are counted in 2.15)
<b>H</b>	Five (5) producer associations will have improved their internal organization and/or the marketing of their products.	<b>5</b>	<b>29</b>
<b>H</b>	HEPA will assist in the development of five (5) new enterprises.	<b>5</b>	<b>16</b> (The 15 of WACODES are counted in 2.03 and Céramiques is counted in 3.10)
<b>H</b>	HEPA will assist in the expansion of five (5) existing enterprises.	<b>5</b>	<b>2</b>

The discussion in this section of the report is based on the final report of the HEPA program which is available from the ENRM Project office in Conakry. The report is in two volumes:

1. Keturakis E, Final Report : Health and Environmental Protection Activity, Vol 1, PEGRN Report No. 74, Winrock International, October 2000.
2. Keturakis E, Final Report : Health and Environmental Protection Activity, Vol 2, Appendices A – K, PEGRN Report No. 74, Winrock International, October 2000.

## E. TRAINING

Over the period 1 October 1999 to 30 September 2000, a considerable amount of short-term training was conducted by Winrock and its partners in the ENRMA.<sup>1</sup> A total of 2,599 persons were trained by the project during the year : 2,036 men and 563 women, as shown in the table below. Most of the people receiving training were farmers, although NGO agents, Government extension and forestry agents, and private sector individuals were also included in training activities conducted by the project.

**Total Training Conducted over the Last Year**

Training activity	Men	Women	Total
ENRMA IR 1	547	110	657
ENRMA IR 2	201	0	201
ENRMA IR 3	609	300	909
ENRMA IR 4	179	27	206
HEPA	252	119	371
FICA	248	7	255
<b>TOTAL PERSONS TRAINED</b>	<b>2,036</b>	<b>563</b>	<b>2,599</b>

In this section of the report, a brief summary of the training activities is presented by Intermediate Result program. More detail may be found in the tables in Appendix 5. The full report on training activities conducted during the last year—which was written by Technical Coordinator Sékou Fofana and on which this section is based—is available from the Winrock project office (see also the footnote on this page).

### 1. Intermediate Result 1

Four principal themes were developed for training in IR 1 :

#### 1.1 Introduction to NRM Planning

Two training sessions were organised in Labé and in Gueckedou by Mohamed Konaré, IR2 coordinator, with the principal objective of introducing trainers from NGOs and Government agencies to the principles of NRM planning. A total of 22 persons, all men, took part in this training.

#### 1.2 Techniques for Collecting Honey

Three training sessions on this theme were organised. A total of 51 persons, again all men, were trained in this subject. The group consisted of 14 representatives from the bee-keepers of Koudou, 20 representatives from the bee-keepers of Diaforé (Kirin), and 16 representatives from the bee-keepers of Dissa (Missira). The objective was to train the bee-keepers in the theory and practice of collecting honey from the improved Kenyan-type bee-hives already installed in their districts.

#### 1.3 NRM Diagnostic Analysis

Training workshops on community NRM diagnostics were organized with the aim of training community resource persons in diagnostic techniques and training community leaders in the preparation of the community NRM plans.

---

<sup>1</sup> Full details of the training activities conducted by the ENRMA can be found in the report by Sékou Fofana entitled :Rapport de Formation : Octobre 1999 – Septembre 2000); Rapport no. 75, ENRMA, October 2000. The tables in Appendix 5 of this report are taken verbatim from Sekou Fofana's report.

A total of 48 persone (including 15 women) were trained in six workshops which were organized by the partner NGOs : UGVD, Ballal-Guinée, ADEG, IBGRN and AACG in July and September 2000.

#### **1.4 NRM Diagnostic Workshops**

The objective of the training was the first comparison of the results of the community NRM diagnostic techniques, and the reinforcement of the analytical and evaluation skills of the community resource persons. Five training sessions were held for a total of 537 villagers which included 95 women. Training was conducted by the NGO agents from UGVD, Ballal-Guinée, ADEG, IBGRN, and AACG in July and September 2000.

### **2. Intermediate Result 2**

Two sets of training activities were conducted by the IR 2 program.

#### **2.1 GRN Practice**

Training was conducted for NGO agents in Geckedou and Labé on the techniques and practices which are to be promoted by the project.

#### **2.2 NRM Practice and Controlling Weeds**

Organised in six sessions, this training was aimed at encouraging the maximum number of farmers to adopt improved NRM practices aimed at increasing agricultural productivity. Of the 166 farmers who participated there were :

- 24 farmers from the district of Bagbè (sectors Bagbè centre, Kouriadou, Kôrôdou, Douadou and Konéwaoule);
- 30 farmers from the district of de Walto (sectors Walto Gbaran, Walto village, Gbando, Mafendou, Firadou and Sagbè);
- 25 farmers from the district of Vassérédou (sectors Vassérédou, Kassiadou, Baladou, and Soulakoto);
- 21 farmers from the district of Bofossou (sectors Bokpozou, Gbaoulema, Lofama, Kpagoulema and et Bofossou);
- 34 farmers from the district of Guendembou centre (sectors Guendembou centre, Soro, Dakadou, Tambadou, Kokossou, Dombadou, Koumassan) ;
- 32 farmers from the district of Dogbodou-centre (sectors Dogbodou-centre, Kèssèdou, Mawandou, Sangadou, Koniniyan and Ma-ouendé).

### **3. Intermediate Result 3**

A considerable amount of training was conducted under this IR program. Fourteen themes were prepared by VITA and PRIDE /Formation concerning :

- Management and governance of NGOs
- Performance indicators for micro-finance institutions
- Computer software training
- Simplified accounting (in Pular)
- Business spirit (in French, Pular and Sousou)
- Business plans
- Marketing (in French and Pular)
- Clients and service
- Starting a business (in French)
- Appropriate technology in cloth dyeing
- Soap making
- Preparing business offers and proposals (in French)
- Introductory accounting training for cashiers

- Technical training on microfinance in rural area

More detail can be found in the tables in Appendix 5.

#### **4. Intermediate Result 4**

Under this program of activities, 5 training themes were developed by Dr Julie Fischer and her associate Saliou Diallo. These themes included :

##### **4.1 How to Prepare a Land-use Contract**

This theme was developed and taught first of all at Balaya, then at Gueckedou, and finally in the CRD of Guendembou. It is especially targeted at the regional government service representatives responsible for community associations, cooperatives and CBOs; members of the CBOs; and NGO trainers who work with the project.

The basic objective is to familiarise the participants regarding the mechanisms to be employed to establish land use contracts—definitions, procedures, etc..

##### **4.2 Word Processing and Using Spreadsheets**

The objective was to reinforce the computing skills of Winrock office personnel in Conakry and Labé. Ten persons participated in the training: 6 from Labé and 4 from Conakry.

##### **4.3 Animation techniques for community organisation**

A total of 13 persons participated in this training which was designed for NGO agents working with the project.

##### **4.4 Improved Forestry Techniques**

Six villager sawyers took part in this training.

##### **4.5 Dynamisation of Forest Committees**

A total of 53 persons (including 11 women) took part in this training activity which was presented in four workshops held in Souguéta, Lafabubè, Dounkita et Sobori .

#### **5. HEPA**

Training conducted under the HEPA program covered five topics<sup>1</sup> :

- Monitoring and evaluation for partner NGOs
- Preparation of technical proposal under the HEPA program
- Manufacture of artisanal products from wood
- Improving business for agricultural cooperatives
- Management of cereal banks

#### **6. FICA**

FICA also conducted two training activities during the period <sup>2</sup>:

- Training in marketing and commerce—held in Labé for 26 persons including 7 women.
- Training in communication techniques and agricultural extension—91 persons participated.

<sup>1</sup> See Appendix 5 for more detail and the final report for the HEPA program already referenced on page 69.

<sup>2</sup> See also FICA's annual report referred to in section C2, sub section 2.5.

## F. MONITORING AND EVALUATION

### Introduction

Monitoring and Evaluation (M&E) activities are an essential part of any program or project. This is because these activities provide not only timely information on the impact of ongoing activities, but they also provide the best and most rapid opportunity for modifying project activities that have been shown to have little positive or perhaps even negative impacts. Furthermore, they provide the relevant information to allow periodic revision of project assumptions should this become necessary. Thus M&E are considered as integral parts of the adaptive management processes for conservation and development programs<sup>1</sup>.

The terms “Monitoring” and “Evaluation” are usually considered as a complementary pair of activities where “Monitoring” is an activity carried out for the most part by the project itself. To be effective, monitoring should produce a *regular flow* of data concerning project activities and, after analysis, should give rise to relevant information describing project progress and impact. Thus monitoring allows the project to keep its activities under more or less continuous review and allows rapid changes to be effected as and when required. “Evaluation” on the other hand, is usually performed as a *periodic* task, which is often undertaken by the project itself as part of a periodic review of activities/programs and as a tool to examine in depth any unexpected results.

### The Monitoring and Evaluation Plan

The Monitoring and Evaluation plan for the ENRM project was developed by a consultant, Dr Malcolm Marks, who came twice to Guinea during the year 2000 to work with project staff on the development and preparation of the M&E plan. In developing the plan, partner organizations were encouraged to participate in a logical thought process that has led to a clear progression from activities through to Strategic Objective and the selection of indicators to monitor that progression.

The starting point for the process of developing the M&E plan is the USAID “Results’ Framework” for SO1, including its component Intermediate and Sub-Intermediate Results (see page 8). The original framework, in place at project inception, was subsequently modified during a SO1 Workshop which was held in April, 2000, and it is with respect to this modified framework, that the M&E plan for the ENRM project was developed<sup>2</sup>. Once the intermediate and long-term targets were established, underlying assumptions for each hierarchical level (SO, IR, and sub IR) were developed. Care was taken with the development of these hypotheses since it is they, rather than the title of intermediate/sub-intermediate results, that should define project activities and ambitions as well as the development of monitoring indicators.

A second important source of material was the original technical proposal (the indicators of which are shown on pages 9 and 10), and the first 18-month workplan (see appendix 1). These documents set out the details of all project activities and tasks, as well as a host of indicators and benchmarks. The activities/tasks were carefully reviewed and brought together into logical groupings of closely connected activities. At the end of this activity, it was seen that each sub-result was to be targeted by a variable number (from one to four) of distinct groups of activities. The indicators originally proposed by Winrock were carefully considered at all levels of selection, and the most appropriate of them were included for project monitoring. Wherever possible these indicators were combined or replaced in order to decrease their numbers to a more practical level. It should be noted that almost all of the original 76 indicators find a place in this plan, mostly in a modified and more efficient form.

---

<sup>1</sup> The discussion in this section of the report is based on the most recent Monitoring and Evaluation report by Dr Malcolm Marks in October 2000 (see the list of publications in Appendix 5)

<sup>2</sup> The results framework shown on page 8 is the revised version referred to in the text above.

Thus the rudiments of a hierarchical system were in place starting with groups of similar and related activities targeting sub-intermediate results, these latter are to interconnect in order to achieve each of the four intermediate results and these in turn aim to attain the overall Strategic Objective. The logical scheme of things can be presented as follows:

Activities → Sub-Results → Intermediate Results → Strategic Objective

Just as there must be in place a logical progression from activity to strategic objective, there must also be a similar hierarchical progression of hypotheses through to the strategic objective level. Once the logic of the system and its accompanying assumptions had been put in place, the next task is to select pertinent indicators to monitor project progress and/or impact at each level of the hierarchy. Four distinct series of indicators were selected to measure:

- Success at the level of activities (Indicator Series 1)
- Whether the desired impacts at the sub-intermediate result level are being achieved (Indicator Series 2)
- Whether the intermediate result levels are being achieved (Indicator Series 3), and
- Whether the program's overall or strategic objective is being attained (Indicator Series 4).

Three indicators for the Strategic Objective level (series 4) were already in place prior to the SO1 Workshop and these were not modified and no additional ones were recommended. In contrast, most of the original indicators within series 2 and 3 were debated and two practically new series were approved in a participatory manner. Personnel from ENRMA and partner structures made considerable and influential inputs and produced good, balanced sets of indicators for future monitoring. The quality of these indicators is such that they are to be adopted and monitored in their entirety by ENRMA's M&E plan. However, a few extra indicators have been added to these two indicator series to provide additional project-specific information.

The final, fourth series of indicators, were selected to measure progress and impact of project activities. These were selected following an extended period of consultation between project technical staff, NGO, GOG agents and the consultants.

### **Selection of new ENRMA indicators**

The first draft of the M&E plan proposed by Dr. Marks set out a logical framework for the project for which he proposed a set of 41 indicators. In subsequent discussions between ENRM project staff and AID, this set was further refined and reduced finally to a set of 29 indicators. It is important to note that these indicators include all of the 24 indicators defined by USAID under its Performance Monitoring Plan (PMP) for the SO1 Results Framework, together with an additional 5 indicators which are specific to the ENRM project. The new set of ENRM project indicators is therefore identical to AID's PMP indicators with the exception that the project's set includes 5 additional indicators. For this reason the new set of indicators is sometimes referred to as the PMP+5 indicators.

The table overleaf lists the full set of PMP+5 indicators which are proposed as the basis for the project's M&E plan. The right hand column indicates the level at which the indicator applies within the SO1 Results Framework of AID (see page 8).

At the time of writing, the PMP+5 indicators, and their associated annual benchmarks and results, have not yet been formally accepted by USAID as the basis for monitoring and evaluating the performance of the ENRM project. It is hoped that this action will take place before the end of the year 2000. In the meantime, on the assumption that the project will adopt the new set of indicators within the next few months, procedures for the collection of baseline data have been established by Dr. Marks and the project's technical coordinator, Sékou Fofana. A complete review of the data

collection methodology and training activities required for the implementation of the monitoring and evaluation plan can be found in the report entitled "Plan de suivi-évaluation : Méthodes de collecte de données sur les indicateurs de performance et de progrès", written by Dr Malcolm Marks and Sekou Fofana (October 2000).

**Table showing the set of PMP+5 indicators which are the basis of the M&E plan**

No	Indicators	Level (with respect to the SO1 results framework)
1	The area of natural forest and plantations including fruit trees which are managed under a sustainable management plan (hectares)	SO 1
2	The area of agricultural production cultivated using sustainable agricultural practices (hectares)	SO 1
3	The number of NRM plans successfully implemented by the communities	IR 1
4	The number of NRM plans correctly and successfully prepared with the assistance of partner NGOs and GOG agents	IR 1.1
5	The number of community-based organisations working on NRM which are functional	IR 1.2
6	The number of GOG and NGO agents which have undergone NRM training aimed at improving their skills and competence	IR 1.1
7	The number of planned site demonstrations and activities aimed at improving NRM skills and practice by villagers.	IR 1.2
8	The number of farmers who invest time and effort in sustainable and improved practices which increase productivity	IR 2
9	The number of farmers capable of citing and describing at least 2 sustainable and improved practices which increase agricultural productivity	IR 2.1
10	The number of farmers who apply a simple agricultural production plan	IR 2.2
11	The number of farmers who use marketing information in order to market their produce	IR 2.3
12	The value of the produce marketed by farmers and cooperatives (million FG)	IR 2.3
13	The number of cooperatives which undertake activities related to marketing and commercialization	IR 2.4
14	The number of non agricultural businesses newly created in the project zones	IR 3
15	The number of businesses which have expanded in terms of the number of employees or the level of turnover	IR 3
16	The number of businesses which have adopted new management practices	IR 3.1
17	The number of businesses which are operating one year after having adopted a new management practice	IR 3.1
18	The number of businesses which adopt new technologies	IR 3.2
19	The number of loans granted in the zone	IR 3.3
20	The amount of the loans granted in the zone (FG)	IR 3.3
21	The number of savers mobilized in the zone	IR 3.3
22	The amount of money saved in the zone (FG)	IR 3.3
23	The number of visitors to the Business Development Centres (CDEs)	IR 3.1
24	The level of operational viability of the CDEs (ratio of income to expenditures)	IR 3.2
25	The number of Community Savings Centres (C3s) created in the zone	IR 3.3
26	The number of forests co-managed by the communities in collaboration with institutional partners	IR 4
27	The number of community forests managed by community groups with formal status	IR 4
28	The number of land tenure agreements established between land owners and land users	IR 4
29	The number of activities aimed at the dissemination of information on the laws, decrees, and regulations related to the management of natural resources.	IR 4

## G. PERFORMANCE EVALUATION

As the discussion above concerning indicators has made clear, the present situation is somewhat confusing in the sense that the project is monitoring and evaluating performance in relation to two different sets of indicators which, while not contradictory, are nevertheless not identical. The indicators are :

- The 81 workplan indicators, defined in December 1999 as part of the 18-month workplan and formally approved by USAID at that time, and which still apply.
- The 29 PMP+5 indicators which are based on USAID's PMP indicators and which the project hopes to move over to before the end of the year, but which will require formal concurrence from USAID.

Over the period of this annual report, the indicators the project has been tracking and monitoring has been the first set of 81 indicators which are incorporated in the 18-month workplan which is shown in full in appendix 1. The progress which the ENRM project has made in meeting the September 2000 benchmarks set for these indicators is discussed below.<sup>1</sup>

### IR 1 Indicators

No	INDICATOR	Sept 2000 Target	Total achieved	Observations
1.1	Workshops organised in the prefectures	6	6	Started in December 1999 and completed in June 2000
1.2	Participatory assessments carried out with assistance from NGO or GOG agents	42	50	Conducted by the partner NGOs under contract to the project
1.3	Training plans for communities developed based on needs identified in NRM plans (including skill requirements to be achieved)	48	41	Insecurity in Macenta and at Sougueta meant that certain activities have been postponed thus preventing the target from being reached.
1.4	Number of NRM demonstrations or community protected areas established with technical assistance from GOG or NGOs	20	55	In addition, we count 167 from IR2 activities and 35 from HEPA activities
1.5	Training sessions, field visits, villager exchange trips completed to provide training to community members in NRM practises	60	62	Another 102 can be counted from IR2 and 16 from HEPA
1.6	Number of farmer outreach leaders trained	30	41 (26 men and 15 women)	Add 8 farmers from IR2 (8 men), and 67 from HEPA
1.7	Number of community members trained	600	814 (645 men and 169 women)	Add 1,478 from IR2 activities (1,205 men and 273 women)
1.8	Percentage of natural resource management committees created which are functional	2%	0	5 new committees have been established but are not yet fully functional. 10 committees in the watersheds of Diaforé and Linsan Saran have been reinforced
1.9	Number of NRM planning workshops led by NGO or GOG staff	30	27	Impeded because the agricultural season coincided with the preparation of the NRM plans. Security concerns also impeded progress

<sup>1</sup> Only 60 of the 81 indicators proposed in the 18-month workplan become non-zero positive before September 2000

## IR 1 Indicators (continued)

No	INDICATOR	Sept 2000 Target	Total achieved	Observations
1.11	Number of NRM plans developed by communities and accepted according to selected criteria	10	26	30 NRM plans were planned—5 in each prefecture Security problems prevented this benchmark from being attained.
1.15	Work plan for the Nialama classified forest implemented	1	1	The workplan and operational map have been completed. The workplan is being implemented
1.16	Base line study for the Suti Yanfu classified forest completed	1	1	The baseline studies were completed in April 2000
1.17	Technical management plan for Souti Yanfou completed	1	1	The management plans were in the process of being finalized in Sept. 2000. The documents were formally delivered to AID in Oct. 2000
1.18	Forest committee for Souti Yanfou created and formally approved	1	1	The Forest Committee has been established but has not yet been formalized
1.19	Baseline studies for the Bakoun classified forest completed	1	1	The baseline studies were completed in April 2000
1.20	Technical management plan for Bakoun completed	1	1	The management plans were in the process of being finalized in Sept. 2000. The documents were formally delivered to AID in Oct. 2000
1.21	Forest committee established and formally approved formalisé	1	1	The Forest Committees (3 of them) have been established but have not yet been formalized

## IR 2 Indicators

No	INDICATOR	Sept 2000 Target	Total achieved	Observations
2.1	Number of producers who invest in production practices that improve productivity in a sustainable manner	1,400	1,478	The data represent only the adoption of NRM practices in the rice growing areas of the Forest Region
2.2	Number of producers/producer groups who experience 5% increase due to new practices	1,000	No data	Not only is it very difficult to statistically confirm an increase of 5%, it is impossible to statistically validate an increase for such a large number of farmers without establishing control plots for each farmer.
2.3	New agricultural-based enterprises are established	10	22	13 sales agents engaged by LOL/FICA are counted. 9 enterprises have been created by Pride/Formation
2.4	Number of producers using marketing information for their marketing strategy	1,000	1,000+	The information is broadcast on the rural radio in the local languages. A survey is in progress to confirm the number of farmers who use this market information.
2.6	Sub sector market studies	2	2	The first study was completed in June and examined pineapple, palm oil, and potatoes. The second study examining Cassava was underway at the end of September
2.8	Number of producers in activity zone capable of describing at least two practices which increase productivity	1,500	1,478	The data are only from the Forest region, not from Labé. The extension program in Labé started very late with respect to the agricultural calendar. The only activities able to be carried out by the NGOs consisted of 'animations', identifying resource persons, and determining needs in terms of inputs for off-season vegetable production.

## IR 2 Indicators (continued)

No	INDICATOR	Sept 2000 Target	Total achieved	Observations
2.9	At least 25,000 hectares are maintained under NRM practices	1,000	1,635	The estimation is based on a knowledge of the quantity of seed used by 1,478 farmers whose seeding level in terms of kg of seed per hectare is well established.
2.10	Producers experiencing a 5% increase in productivity	1,000	No data	The same as 2.2. But it is a reasonable hypothesis that the 1,478 farmers who invested in improved practices experienced some degree of increased productivity since all the practices promoted by the project are known to increase productivity
2.11	Number of female producers experiencing a 5% increase in productivity	300	273	The number represents the number of women among the 1,478 farmers who invested in improved practices. Access to land in the rice growing areas of the Forest region is only granted to women heads of households.
2.12	Number of extension agents/community leaders attending NGO sponsored workshops	75	167	Besides NGO agents and leader-farmers, the program established a network of village extension agents with 5 agents in each sector.
2.15	Number of producers who develop and implement a simple production plan	1,400	1,478	All farmers using improved practices are capable of describing a simple production plan and calendar.
2.16	Number of female producers implementing a simple production plan	700	273	The same argument holds for the women counted in this group of farmers.
2.17	Number of producers incorporating financial mgmt skills into operations	2,500	No data	500 farmers have been trained by FICA. One may also suppose that approximately half of the 1,478 farmers using improved practices know the financial basis of their production.
2.18	Number of producers who develop loan applications	1,000	No data	This information is not known at the time of writing
2.19	Number of producers who receive approved loans	300	No data	Idem
2.20	Number of business strategies develop by collaborating NGOs	1	3	The new business strategies developed are: <ul style="list-style-type: none"> <li>▪ Grouped sales</li> <li>▪ Grouped purchases</li> <li>▪ Phased marketing of produce</li> </ul>
2.22	Number of farmer-to-farmer exchange/demonstration workshops conducted	50	15	The Farmer to Farmer program has been seriously disrupted by the present prohibition on travel in the Forest region for US expatriates
2.30	New marketing tools introduced by FICA	1	5	Five new marketing tools have been introduced by FICA
2.33	Business plan developed for FICA	1	0.75	The development and preparation of the business plan for FICA is in progress, and was three-quarters completed as of September 2000

### IR 3 Indicators

No	INDICATOR	Sept 2000 Target	Total achieved	Observations
3.01	Number of persons trained: Entrepreneurship training	180	291	A total of 291 persons, including 91 women, participated in 12 Entrepreneurship Workshops organized by PRIDE/Formation under the auspices of the PEGRN.
3.02	Number of persons trained: Enterprise Creation training	60	23	A total of 23 persons, including 1 woman, participated in an Enterprise Creation Workshop organized by PRIDE/Formation under the auspices of the PEGRN.
3.03	Number of persons trained: business plan training	40	316	A total of 316 persons, including 92 women, participated in 12 Entrepreneurship Workshops and 1 Business Plan Workshop (during which the participants were required to develop simple business plans for their enterprises) organized by PRIDE/Formation under the auspices of the PEGRN.
3.04	Number of persons trained in Customer Service	60	11	A total of 11 persons, including 2 women, participated in a Customer Service Workshop organized by PRIDE/Formation under the auspices of the PEGRN.
3.05	Number of persons trained on Preparing Bids and Proposals	25	22	A total of 22 persons, including 3 women, participated in a Preparing Bids and Proposals Workshop organized by PRIDE/Formation under the auspices of the PEGRN.
3.06	Number of persons trained in Marketing	60	74	A total of 74 persons, including 21 women, participated in 3 Introduction to Marketing Workshops organized by PRIDE/Formation under the auspices of the PEGRN.
3.07	Number of persons trained: Simple Accounting	20	26	A total of 26 persons, including 6 women, participated in a Simple Accounting Workshop organized by PRIDE/Formation under the auspices of the PEGRN.
3.08	Number of business plans developed according to sound enterprise management principles in the activity zones	190	305	<p>As a result of the different Entrepreneurship and Business Plan Workshops offered by PRIDE/Formation under the auspices of the PEGRN, 305 simple business plans were developed by enterprises in the target zones.</p> <p>By "Enterprise" we mean any individual or any formal or non-formal entity (enterprise, association, cooperative, group, etc.) that implements an income-generating activity.</p> <p>The IR-3 Team (PRIDE/Formation) performed simple surveys on these enterprises to determine the number of simple business plans developed, and these surveys were supported and documented by "Fiche de Suivi" in order to facilitate verification in the field.</p>

### IR 3 Indicators (continued)

3.09	Number of business plans executed successfully	40	93	<p>Of the 305 simple business plans developed, 93 were successfully executed. A simple business plan is considered to be successfully executed when at least 50% of the activities indicated in the plan are implemented by the enterprise.</p> <p>By "Enterprise" we mean any individual or any formal or non-formal entity (enterprise, association, cooperative, group, etc.) that implements an income-generating activity.</p> <p>The IR-3 Team (PRIDE/Formation) performed simple surveys on these enterprises to determine the number of simple business plans executed successfully, and these surveys were supported and documented by "Fiche de Suivi" in order to facilitate verification in the field.</p>
3.10	Number of non-agricultural production enterprises newly established in the activity zones	110	173	<p>As a result of the various IR-3 activities, a total of 173 non-agricultural production related enterprises were created in the target zones.</p> <p>By "Enterprise" we mean any individual or any formal or non-formal entity (enterprise, association, cooperative, group, etc.) that implements an income-generating activity.</p> <p>The IR-3 Team (PRIDE/Formation) performed simple surveys on these enterprises to determine the number of enterprises created, and these surveys were supported and documented by "Fiche de Suivi" in order to facilitate verification in the field.</p>
3.11	Number of non-agricultural production enterprises which have expanded in the activity zones	370	354	<p>As a result of the various IR-3 activities, a total of 354 non-agricultural production related enterprises were expanded in the target zones.</p> <p>This indicator concerns those enterprises that expanded their activities as measured by at least one of the following proxy indicators: a) growth in enterprise assets; b) an increase in the number of enterprise employees (including compensated apprentices); and c) an increase in enterprise sales.</p> <p>By "Enterprise" we mean any individual or any formal or non-formal entity (enterprise, association, cooperative, group, etc.) that implements an income-generating activity.</p> <p>The IR-3 Team (PRIDE/Formation) performed simple surveys on these enterprises to determine the number of enterprises expanded, and these surveys were supported and documented by "Fiche de Suivi" in order to facilitate verification in the field.</p>

### IR 3 Indicators (continued)

3.12	Number of non-agricultural production enterprises which have increased sales in the activity zones	230	269	<p>As a result of the various IR-3 activities, a total of 269 non-agricultural production related enterprises increased sales in the target zones.</p> <p>By "Enterprise" we mean any individual or any formal or non-formal entity (enterprise, association, cooperative, group, etc.) that implements an income-generating activity.</p> <p>The IR-3 Team (PRIDE/Formation) performed simple surveys on these enterprises to determine the number of enterprises who increased their sales, and these surveys were supported and documented by "Fiche de Suivi" in order to facilitate verification in the field.</p>
3.13	Number of jobs created in the activity zones	250	155	<p>As a result of the various IR-3 activities, a total of 155 jobs were created (including compensated apprentices) in the target zones.</p> <p>By "Enterprise" we mean any individual or any formal or non-formal entity (enterprise, association, cooperative, group, etc.) that implements an income-generating activity.</p> <p>The IR-3 Team (PRIDE/Formation) performed simple surveys on these enterprises to determine the of jobs created, and these surveys were supported and documented by "Fiche de Suivi" in order to facilitate verification in the field.</p>
3.14	Number of CDE monthly client visits	50	84	<p>As of September 30, 2000, the Enterprise Development Center (CDE) in Conakry registered 84 monthly visits.</p> <p>This indicator represents the average number of monthly visits to the CDE during the period July 1 to September 30, 2000. The names of the persons who visited the CDE and the dates of the visits were registered in an Excel Spreadsheet.</p>
3.15	Operational cost recovery ratio of the CDEs	3%	13%	<p>For the period from July 1 to September 30, 2000, the Enterprise Development Center (CDE) in Conakry generated 857,400 GNF in local revenues and 6,646,773 GNF in operational costs, representing an operational cost recovery ratio of 13%.</p> <p>The operational cost recovery ratio is calculated by dividing the local revenues generated by the CDE by the operational costs incurred during the same period.</p>

### IR 3 Indicators (continued)

3.16	Number of enterprises having adopted new technologies in the activity zones	25	30	<p>As a result of the various IR-3 activities, a total of 155 enterprises adopted new technologies in the target zones.</p> <p>By "new technology" we mean appropriate income-generating technologies such as soap-making tie-dyeing, bee hives, improved wood stoves, stabilized brick making, internet and computer techniques, etc.. By "Enterprise" we mean any individual or any formal or non-formal entity (enterprise, association, cooperative, group, etc.) that implements an income-generating activity.</p> <p>The IR-3 Team (PRIDE/Formation) performed simple surveys on these enterprises to determine the of technologies adopted, and these surveys were supported and documented by "Fiche de Suivi" in order to facilitate verification in the field.</p>
3.17	The number of C <sup>3</sup> s ( <i>Caisses Communautaires de Croissance</i> ) created in the activity zones	9	4 C <sup>3</sup> created 8 in the process of being created	<p>A C<sup>3</sup> is considered created when the following criteria are met : a) The C<sup>3</sup> Management Committee (<i>Comité de Gestion</i>) is elected; b) The <i>Règlement Intérieur</i> of the C<sup>3</sup> is developed; c) The Operations Manuals, administrative documents and safes are delivered to the C<sup>3</sup>; and d) The C<sup>3</sup> initiates operations.</p> <p>Four C<sup>3</sup>s satisfied the above-mentioned criteria as of September 30, 2000: The C<sup>3</sup> in Djinkan, the C<sup>3</sup> in Balaya-Centre, the C<sup>3</sup> in Kafah, and the C<sup>3</sup> in Sandaké.</p> <p>The installation activities of two C<sup>3</sup>s in Kindia (Kolente and Linsan) continued as of September 30, 2000. The installation activities of six C<sup>3</sup>s in the Forest Region (Kissidougou, Guéckédou and Macenta) were suspended in September due to security problems in the area.</p>
3.18	The number and of loans granted on commercial basis to micro and small businesses in the activity zones	123	27 7.600.000 GNF	<p>As of September 30, 2000, the IR-3 Team disbursed 27 loans worth 7,600,000 GNF to 3 entrepreneurs and to 24 members of 6 <i>groupements d'intérêt économique</i> (GIE). These loans were disbursed on a commercial basis and are supported by project documents including client dossiers, loan contracts, reimbursement schedules, etc..</p>
3.19	Number of enterprises which have mobilized their own financial resources.	292	289 2.501.000 GNF	<p>As of September 30, 2000, a total of 289 persons mobilized a total of 2,501,000 GNF in the project's target zones. The persons having mobilized financial resources include the members of the C<sup>3</sup> who have paid their <i>Droits d'Adhésion</i> and <i>Parts Sociales</i> or have made savings deposits, or enterprises supported by the project who have any other forms of monetary savings, including partial financial contributions to the income-generating activities financed by the project.</p>

#### IR 4 Indicators

No	INDICATOR	Sept 2000 Target	Total achieved	Observations
4.1	Translation of texts, codes, laws, and policy statements into local languages	2	2	<p>1. A brochure on co-management has been translated into Pular and will be distributed in the project zone.</p> <p>2. We have the first version of the translation of the land code booklet into Kissi. Due to the current situation in the Forest Region this translation has not been formalized.</p> <p>3. The content of the original Arrêtés for Suti Yanfu and Bakun were communicated in local languages through a skit during village extension work.</p>
4.2	Number of radio messages concerning the application of the Land Code and the Forest Code	2	2	<p>1. Radio interview about co-management aired from Labé (in Pular).</p> <p>2. A theater group disseminated a message about co-management in the villages surrounding Suti Yanfu and Bakun. Village Theater is an especially important extension technique in Bakun and other areas where Radio Rurale does not reach.</p>
4.3	Number of seminars, workshops, and extension meetings concerning national policies and procedures	3	7	<p>1. Two (2) Assemblées Générales for Souti Yanfou and Bakoun respectively.</p> <p>2. Four (4) Comité Forêt workshops in Souti Yanfou (1) and Bakoun (3).</p> <p>3. One (1) meeting between Suit Yanfou committee members and DNEF representatives.</p> <p>4. One (1) meeting of the Assemble General in Nialama.</p> <p>All of these meetings/workshops dealt with different aspects of co-management. Furthermore, extension meetings were held in 14 villages or groups of villages in the CRDs of Sougueta/Kolenten and in 12 villages surrounding the Forêt Classée of Bakun.</p>
4.4	Number of GOG and NGO agents trained in written land use contract procedures	25	118	<p>1. CRD of Balaya: 43 people</p> <p>2. CRD of Guendembou: 75 people</p> <p>3. Six NGO agents in Guéckédou</p>
4.5	Number of land use contracts signed between land users and property owners	8	16	<p>1. CRD of Balaya : 14 contracts</p> <p>2. CRD of Guendembou: 2 contracts</p>

## Analysis

In sum, of the 60 indicators which apply over the 12-month period of this report, 39 were met or exceeded, 16 were not met, and no data were available for 5 indicators. Thus 39 of 60 or 65.0 percent of indicators were met or exceeded. This figure rises to 70.9 percent of indicators met or exceeded if we leave out the 5 indicators for which data are not available.

It is important to note, however, that if we examine the progress made towards achieving the 16 indicators which were not met, the mean of the percentage achievement is 61 percent, with the range running from 0 % (Indicator 1.8) to 99 % (Indicators 2.8 and 3.19). So it is reasonable to assert that significant progress has in fact been made towards the achievement of these 16 indicators. Concerning the five indicators for which no data are available—the problem here is related to the need for a detailed field survey to be conducted in order to gather this information. No survey was conducted over the 12-month period covered by this report. However, it is planned that a survey will be conducted before March 31 next year so that the project will be in a position to report on all its indicators.

In terms of the different results teams, the breakdown of performance by Intermediate Result is shown in the table below.

**Analysis of performance results by IR sub-program**

Intermediate Result	No. Indicators	Indicators met or exceeded	Percentage met or exceeded
1	17	14	82.4 %
2	14	9	64.3 %
3	19	11	57.9 %
4	5	5	100 %
<b>TOTALS</b>	<b>55</b>	<b>39</b>	<b>70.9 %</b>

*The 5 indicators for which no data are available are not included*

For the case of the IR 3 results, it is important to understand that the security problems in the Forest region have had a considerable negative impact on IR 3 activities in the prefectures of Kindia, Kissidougou, Gueckedou and Macenta. For example, the IR 3 team did not meet its benchmarks with respect to the number of persons having received *Enterprise Creation, Customer Service, and Preparing Bids and Proposals* training due to the fact that several workshops that were scheduled by PRIDE/Formation for September were postponed for security reasons, contributing to the lower than expected number of newly established enterprises in the region as a whole. In addition, the team's progress in terms of the number of loans granted on a commercial basis and the number of enterprises which have mobilized their own financial resources has been slower than originally expected due to the time needed to set up the community savings and loans associations, (the C3s), and the decision to suspend project activities in the Forest region.

However, it is also not unreasonable to ask whether the indicators which were exceeded could be considered to have balanced out in some way the indicators which were not met. If we take the set of 55 indicators for which results are available, and sum the ratios of achieved result / target result over the set, we arrive at a total of 96.01 or an average of 1.746 per result ratio. This means that taking the indicators as a whole, the set of targets was *exceeded* by 74.6 percent.

While mixing apples and oranges will always produce a dubious crop, this result does at least support the assertion that the ENRM Project is off to a flying start. What is required now is a more balanced focusing of project resources by Winrock and its partners to ensure that the percentage of indicators which are met or exceeded moves closer to the overall target of 100 percent. This requires a redoubling of effort aimed at those indicators which are significantly below target, while perhaps reducing resources allocated to indicators which are already above their projected target values.

## H. PROBLEMS AND LESSONS LEARNED

Problems are inevitable in starting up an ambitious project like the ENRMA. It is the responsibility of the Team Leader and the expatriate team to resolve these problems effectively and expeditiously, and for the most part this has indeed been the case. It is not the intention here to review these difficulties and problems which never had a significant impact on the progress of the project and the achievement of its indicators and benchmarks. However, a number of problems proved difficult to resolve; some even remain unresolved at the time of writing; and these problems have had a negative impact on the ability of the project to achieve certain indicator benchmarks set for September 2000. These problems are examined and discussed below.

- It took longer than anticipated to get the partner NGOs trained to the point where they were capable of working independently with the communities in the rural areas. Even now, the NGOs working with the project on IR1 and IR 2 activities need to be closely supervised and their work double-checked. In retrospect, the competence, skills, and experience of the NGOs was overestimated, and the time allowed for hiring them, training them, and getting them operational in the field was underestimated. This problem had a direct impact on several important indicators because the NGOs only effectively started working with the communities when the agricultural season was already underway.
- It has been quite difficult to establish a good working relationship with our colleagues in the Forestry Service (the DNEF). This is primarily due to the lack of a clear mechanism for the funding of activities carried out by DNEF agents. These activities, which are essential for the effective implementation of the project, include the following:
  - Participating as a partner in the collaborative management process, or co-gestion, related to the management of the classified forests (Nialama, Bakoun, and Souti Yanfou). In principle, DNEF agents should be working closely and almost permanently with members of the Forest Committees established for each classified forest and responsible for the implementation of the relevant work plans.
  - Ensuring the integrity of the forests under co-management, particularly with regard to the systematic poaching for bush meat which is becoming increasingly prevalent and commercial.
  - Working with project field agents in support of project activities in general and the co-management program in particular, and particularly on activities related to explaining and informing the communities about the program, and working with them to develop viable and sustainable forms of community organizations for managing the forests according to the management plan.

The lack of an effective mechanisms for financially supporting the Forestry Service agents, including the senior staff such as the Associate National Coordinator and the Regional representatives in Labé and Guéckédou, has sometimes created conflictory situations which have eroded the team spirit among project staff and DNEF agents which Winrock has always tried to foster. In order to ensure that DNEF agents have the material and financial resources to accomplish their tasks, Winrock has been obliged to financially support their activities with funding from the ENRMA budget. However, these expenditures were not planned for in Winrock's financial proposal, and if alternative sources of funding for the DNEF are not identified and mobilized within the next few months, the impact on the project's financial planning is likely to become significant.

- Related to the above problem was the difficulty in establishing per diem rates for DNEF agents and other GOG professional staff working in collaboration with the project. An initial contract with the Centre d'Etudes et de Recherche en Environnement at the University of Conakry offered per diem rates as high as 125,000 FG to senior researchers.. It was immediately apparent that the

project could not support GOG participation in project activities if per diems at this level were to be considered the norm. Subsequent contracts with CERE and DNEF senior staff working with the project in a consulting capacity saw per diem rates negotiated downwards to a more reasonable level which is set now at 20,000 FG with 50 % increases allowed for field work in the forests. However, it would have been desirable to have negotiated these rates well in advance so as to permit accurate budget projections, and so as to have avoided the sometimes difficult negotiations which inevitably occurred between the project and its GOG partners when per diem rates were undefined at the start of the project.

- The security situation in the Forest Region has obviously had a negative impact on project performance. The majority of field staff were transferred out of the Guéckédou office in September 2000 following a series of attacks by armed rebels in the region. The contracts with the three NGOs operating in the region were suspended, and most project equipment such as motorbikes, generators, and computing and office equipment was moved up to Labé in September for safe-keeping. The result of this disruption has been felt in several ways:
  - The suspension of the NGO contracts has meant the temporary cessation of all project activities in the prefectures of Guéckédou, Macenta, and Kissidougou. Progress towards indicators has been seriously affected.
  - The monitoring of activities already completed and the collection of data necessary for measuring certain indicators has not been possible with the result that some project indicators are undervalued.
  - This disruption coincided with the end of the first HEPA program year, with the result that the collection of data on the HEPA performance indicators was difficult and again certain indicators are probably undervalued.
- The co-management process has been difficult. It needs to be recognized that collaborative management of common-property resources is a relatively new approach, and there are no recipes for success which can be applied across the board. Each situation, and indeed each forest, has its character and its peculiarities. “Learning by doing” is the way efforts world-wide in this regard have been tagged by the IUCN, and the rubric reflects the fact that only by initiating and facilitating the process with all the stakeholders, and adapting and tailoring the approach to the situation one finds *after* the process has started, does one arrive at a consensual management arrangement which appears to be viable and sustainable over the longer term. In this context, what appears to be mistakes and misjudgements might be better regarded as part and parcel of the learning experience, and essential steps on the path to a consensual agreement on the rights and responsibilities of the stakeholders engaged in the collaborative management process. In practical terms with regard to project planning, a commitment to the co-management approach is almost certainly to take longer than planned, to be more complicated than anticipated, and to require resources not foreseen in initial planning.
- It is in this context that the issue concerning the correct methodology to be applied to the forest inventory which was conducted in Souti Yanfou and Bakoun should be seen. We know now that the methodology which was applied—a systematic, grid-based inventory over 0.3 % of the area—was seriously flawed. But the experience has proved essential to the development of a much improved methodology which will be applied in the co-management approach to additional classified forests over the next four years.
- Perhaps another good example of ‘learning by doing’ in the co-management process, is the case of the Nialama classified forest—the first forest to be managed under a collaborative management or *co-gestion* approach. A problem which surfaced after the process was well underway is that no initial mechanism had been established for generating revenue for the Forest Committee. Only the cutting and selling of a limited number of selected mature trees will generate an income for the Committee, and this activity is not so straightforward, and will therefore take time to organize and manage. In the meantime, the Committee is operating without any means of income because

access to agricultural lands, pasture, and wood for non-commercial, household consumption is free for the villagers. This problem was avoided for the classified forests of Souti Yanfou and Bakaoun where, from the outset, it was suggested to the communities that access to forest resources should be on a 'user-pays' basis, with the associated revenue going to the Forest Committee (or Committees in the case of Bakoun). This principle was accepted by the participating communities and is a mechanism which should provide the committees with sufficient funds to financially support their management tasks from the very beginning.

- Another problem with potentially serious consequences, again in relation to the management of the classified forests, is that Nialama, Souti Yanfou and Bakoun all contain significant populations of chimpanzees. Of the three endangered subspecies of chimpanzees, *Pan troglodytes verus*, the species found in Guinea, is considered to be the most endangered. About 40 percent of this species of chimpanzee is located in Guinea, and a large proportion of this population almost certainly resides in the network of protected areas and classified forests.

Only after the management plan for Nialama had been prepared, and only after the baseline studies for Souti Yanfou and Bakoun had been completed, did the full extent of the problem become evident. The presence of an endangered species within a forest is a determining factor in the definition of the management objectives for the area in question, and the management plans for all three classified forests may eventually need to be revised to allow for larger areas to be set aside as strictly protected zones for this endangered species of primate.

In retrospect, it would have been desirable to have first brought together all the available information concerning the distribution of this species and its ecology in the context of Guinea, and to have developed a clear conservation policy which takes into account the need to adequately protect this endangered species and its habitat, while at the same time recognizing the need to allow limited and sustainable access to the resources in the forest areas by the local communities.

## I. ADMINISTRATION

The logistical and administrative tasks related to the startup of the ENRM project have obviously been a significant challenge. These tasks are now largely completed. The highlights are summarized below.

- ❑ Locating and renting office space for the main offices in Conakry and Guéckédou; and finding and renting regional offices in Kindia, Lelouma, Tougué, Kissidougou, and Macenta.
- ❑ The complete renovation of the office complex in Labé--which consists of 4 separate buildings in a spacious enclosure. Substantial repairs were carried out and the buildings repainted.
- ❑ The purchase of all office furniture for the main offices mentioned above.
- ❑ Renting housing for the expatriate staff—one house in Conakry, three houses in Labé, and two houses in Guéckédou. Essential items such as cookers and fridges were also purchased for three of the residences.
- ❑ Hiring the technical, administrative and support personnel necessary for the effective implementation of the project. More than 70 men and women have been hired by the project over the last 12 months. The organigrams showing the organisational structure established by the project, and a list of senior staff and NGO agents is shown in appendices 2 and 3. Salary scales, per diem rates, and hotel rates all had to be defined.
- ❑ The purchase of twelve 4-wheel-drive vehicles and 46 motorbikes.
- ❑ The purchasing of a considerable amount of the equipment necessary for the implementation of the project and the functioning of 8 project offices. The table below shows the major items of equipment purchased by the project during the first year.

Description	Quantity
Fax machines	6
HP desk jet printers	11
HP laser jet printers	15
Telephones	15
Laptop computers	11
Desktop computers	28
Mitsubishi Pajeros and pickups	12
Motorbikes (125 cc)	46
Generators 5 x 27 kVA and 2 x 40 kVA	7
Photocopiers	11
Retroprojectors	3
Air conditioners	17
Video cameras (educational)	2
Television + video player (educational)	2
Safes for the C3s	20
UPS units for computers	27
Radio HF	7

- The installation of telephone systems in the offices in Conakry and Labé, and the installation of a wireless internet link in Conakry to the Mirinet Internet Service Provider. A satellite email link was also installed in Gueckedou but was removed to Labé because of the security situation. Radios were also installed in the main offices in Conakry and Labé, and in the regional offices in Tougué and Lelouma.
- The installation of local area networks (LANs) for the computers in the offices in Conakry and Labé.
- The creation of three *Centres de Développement des Entreprises* in Conakry, Labé, and Gueckedou, and the setting up of the associated training centres in the three offices.
- The training of administrative and accounting staff in Winrock's and VITA's administrative and accounting procedures. Bank accounts were opened at the BICIGUI branches in Conakry, Labé and Kissidougou (there is no bank in Guéckédou).
- The three *cités* made available by the Forestry Service were also renovated and a certain amount of material repaired or replaced. (The *cités* are accommodation and office complexes constructed by the former NRM project in the watersheds of Koundou, Dissa, and Diaforé)

## J. CONSULTANTS AND REPORTS

The table below shows the consultants which have provided technical assistance to the project over the 12-month period covered by this report.

Name	Dates	Principal Task
Thierno Saadou Bah	1 November 1999 –31 January 2000	Evaluation of the management of natural resources in the 48 villages assisted by the former project
Dr Paula Williams	16 January – 6 February	Building capacity for forest co-management in Guinea
Jill Donahue	9 – 21 January	Training in participatory sub sector analyses focusing on pineapples, potatoes, and palm oil
Dr. Bocar Sow	31 January – 18 March	Socio-economic studies of the communities of Souti Yanfou and Bakoun
Tom Slater	12 – 17 February	Organisational evaluation and strategic conceptualisation for the restructuring of FICA
Jill Donahue	28 February – 14 March	Follow up support to the sub sector analyses and analysis of results
Dr Malcolm Marks	22 March – 12 April	Design of indicators for IR 1, IR 2 and IR4 program of activities, and development of a draft monitoring and evaluation plan
Dr Malcolm Versel	22 March – 7 April	Design of indicators for the IR 3 program of activities
Max Roytenberg	25 May – 10 June	Preparation of a concept paper for the organisational structure of FICA
Rodrigo Brenes	7 – 14 June	Review of project activities related to the commercialization of agricultural products
Cecilia Polansky	6 – 24 July	Review of forest inventory methodology and training requirements for inventory work
Adama Kodio	10 July – 7 August	Development of the methodology and operation manuals for the Caisses Communautaires
Albert Campaoré	10 July – 1 August	Preparation of the management plans for the classified forest of Bakoun and Souti Yanfou
Dilemma Salomon	10 July – 14 October	Preparation of the management plans for the classified forest of Bakoun and Souti Yanfou
Sedibinet Sidibé	11 July – 3 November	Technical assistance on the preparation of the management plans for Bakoun and Souti Yanfou
Dr Cherif Bah	26 July – 3 November	Technical assistance on the preparation of the management plans for Bakoun and Souti Yanfou—particularly the economic and financial analyses
Sory Ibrahima Seck	26 July – 31 August	Technical assistance to the preparation of management plans for Souti Yanfou and Bakoun—particularly the sociological aspects
Younnoussa Camara	26 July – 31 August	Technical assistance to the preparation of management plans for Souti Yanfou and Bakoun—particularly the sociological aspects
Dr Paula Williams	30 August – 18 September	Proposals for the Nialama forest work program and replication in other forests

Thirty technical reports and documents were published by the project during its first year. A list of publications is found in Appendix 4.

## K. PERSPECTIVES FOR MARCH 2001

As discussed earlier in this report, Winrock is committed to achieving the benchmark values for the 18-month workplan indicators which are shown in the tables of Appendix 1. The temporary suspension of activities in the Forest Region because of concerns for the security of staff working in the region, has disrupted projected progress to a certain extent and has cast doubt on the ability of the ENRM team to meet all their benchmarks.

In an effort to regain momentum, and with the aim of still achieving the March 2001 benchmarks, the project will strengthen its presence and the level of effort in the Fouta region. In this regard, it has been decided that the ENRM project will both extend its activities into additional Districts in the six priority CRDs already identified in the Kindia-Tougué-Lelouma prefectures, and intensify its activities in those Districts where the project is already operating.

The table overleaf provides a summary of the Districts where the project is currently operating, and where the project plans to extend and intensify its activities in the immediate future. The key features of this expansion in the Fouta region are as follows:

- The number of Districts in the Fouta region where the project is operating will increase from 26 to 34.
- The number of Districts in which NRM (IR1) activities are underway will increase from 16 to 32.
- The number of Districts in which agricultural production is targeted for intensification will increase from 9 to 31.
- The number of Districts in which LOL and FICA will promote the commercialization and marketing of agricultural products will increase from 7 to 30.
- The number of Districts in which Pride/Formation will conduct training activities will increase from 5 to 22.
- The number of Districts where a Caisse Communautaire de Croissance (C<sup>3</sup>) is operational will increase from 6 to 17.
- The number of districts where IR4 activities are planned will increase from 15 to 18.

The strongly synergistic effect of this strategy should also be noted. In effect, the number of Districts in which 3 or more project activities are operating simultaneously will rise from 12 to 31, an increase of over 250 percent. Furthermore, the project will substantially increase activities around the classified forests of Nialama, Bakoun, and Souti Yanfou.

Although, activities in the prefectures of Guéckédou and Macenta are likely to remain suspended for the foreseeable future, it has been decided to continue project activities in the prefecture of Kissidougou—where security is much less of a problem at the present time.

## DISTRICTS NOW INCLUDED IN THE EXPANDED PROGRAM OF ACTIVITIES FOR THE KINDIA-LELOUMA-TOUGUE REGION

### I. PREFECTURE OF KINDIA

#### CRD of Sougueta

NO.	DISTRICTS	RI-1	RI-2		RI-3		RI-4
			W.I.	FICA/LOL	P/F	C3	
1	Sougueta-Centre	A	A	A	F	F	
2	Taffory	A	A	F			
3	Linsan	A	A	F	F	A	Souti Yanfou classified forest

#### CRD of Kolenten

NO.	DISTRICTS	RI-1	RI-2		RI-3		RI-4
			W.I.	FICA/LOL	P/F	C3	
1	Kolenten centre	A		A	F	A	Souti Yanfou classified forest
2	Wolea	F	F	F	F	F	Souti Yanfou classified forest
3	Siguiton	F	F				
4	Misside	F	F				

### II. PREFECTURE OF LELOUMA

#### CRD of Lelouma Centre

NO.	DISTRICTS	RI-1	RI-2		RI-3		RI-4
			W.I.	FICA/LOL	P/F	C3	
1	Diala	A	A	F	A	F	A
2	Petel	A	F	A	A		A
3	Dyinkan	A	A	F	F	A	A

#### CRD of Balaya

NO.	DISTRICTS	RI-1	RI-2		RI-3		RI-4
			W.I.	FICA/LOL	P/F	C3	
1	Balaya Centre	A	A	A	F	A	A
2	Dar es Salaam	F	F	F			A
3	Hore-Dioli	A	A	F	F	F	A
4	Djidala	A	A	F			A
5	Lambaguel	F	F	F			A
6	Thianguel-Dicko	F	F	F			A

#### Nyalama classified forest

NO.	DISTRICTS	RI-1	RI-2		RI-3		RI-4
			W.I.	FICA/LOL	P/F	C3	
1	Linsan Saran	A	F	F	F	F	A
2	Kagne Gande	F	F	F	F	F	A
3	Linsan Fulbe	F	F	F	F	F	A

**DISTRICTS NOW INCLUDED IN THE EXPANDED PROGRAM OF  
ACTIVITIES FOR THE KINDIA-LELOUMA-TOUGUE REGION**

**III. PREFECTURE OF TOUGUE**

**CRD of Tougué Centre**

NO.	DISTRICTS	RI-1	RI-2		RI-3		RI-4
			W.I.	FICA/LOL	P/F	C3	
1	Tougue I	A	F	A	A		
2	Tougue II	A	F	A	A		
3	Woulenko	F	F	F	F	F	
4	Sandake	F	F	F	F	A	
5	Pandie-Fello	A	F	F			
6	Soumpoura	A	F	F	F	F	
7	Ganfata		F	F			
8	Ballama	A	F	F			
9	Kalanka	F	A	F			

**CRD of Koin**

NO.	DISTRICTS	RI-1	RI-2		RI-3		RI-4
			W.I.	FICA/LOL	P/F	C3	
1	Koin I	F			F		F
2	Koin II	F			F		F
3	Siguira	F	F	A	F	F	A
4	Kaffa	F	F	F	A	A	A
5	Malipan		F	F			F

**Bakoun classified forest**

NO.	DISTRICTS	RI-1	RI-2		RI-3		RI-4
			W.I.	FICA/LOL	P/F	C3	
1	Lallabara Ndantari	F	F	F	F	F	A

*A = Districts where activities are now underway*

*F = Districts where activities will start immediately (as of October 2000)*

The main highlights of activities planned for the period 1 October 2000 to 31 March 2001 are as follows:

- The inauguration of the Centre de Développement des Entreprises in Labé—the second of the three CDEs planned for the project. The CDE in Guéckédou is obviously on hold for the moment.
- The completion of the Business Plan for FICA, the restructuring of this institution as the *Association pour la Commercialisation Agricole*, and its reorientation towards a financially independent agricultural services institution.
- The completion of the Programmatic Environmental Assessment (PEA) for the co-management program, and a positive determination by the PEA which will permit the project, in collaboration with the relevant Forest Committees and the DNEF, to commence the implementation of the management plans for the classified forests of Souti Yanfou and Bakoun.
- The implementation of the Monitoring and Evaluation Plan for the project.
- The continued expansion and operationality of the network of the *Caisses Communautaires de Croissances*.
- A strengthened partnership with local NGOs working with the project in the prefectures of Kindia, Lelouma, Tougue and Kissidougou, and the reinforcement of their institutional capacity and technical skills.
- The articulation of a strategy for the protection of chimpanzees within the framework of the co-management program for classified forests in Guinea, and the implementation of this strategy in the classified forests of Nialama, Souti Yanfou and Bakoun.
- The implementation of the action plan for Nialama (arising from the participatory evaluation exercise conducted in October).
- The definition of the statutes and internal regulations necessary for the legalisation of the Forest Committees responsible for the implementation of the management plans for the classified forests of Souti Yanfou and Bakoun.
- Workshops in the prefectures of Kindia, Lelouma, and Tougué on land contract mechanisms.

## L. CONCLUSION

The first year of the ENRM project has seen significant achievements—which have been presented and discussed in this report. Apart from successfully completing the majority of the activities set out in the 18-month workplan, (Appendix 1), the principal objective of Winrock during the first year of the project was to establish an effective and efficient organizational structure capable of delivering the planned results over the life of the project.

All the project partners—VITA, Land O'Lakes, FICA, and Pride/Formation—are to be congratulated on having made an enormous effort to ensure that the ENRMA has got off to a rapid and productive start. In a 12-month period, we have successfully completed the following major tasks:

- Established 3 main offices and six regional offices, all furnished, fully equipped, and operational.
- Hired the full complement of qualified and experienced administrative and technical staff essential for the success of an ambitious project such as the ENRMA, including identifying, training, and contracting with six NGOs which will develop into important partners over the life of the project.
- Established an effective working relationship with our partners in the National Forestry Service—one which will strengthen over the next year and which will make a significant contribution to the technical competence of this institution.
- Completed and delivered the management plans for two classified forests with a total area of more than 29,000 hectares—an important SO 1 indicator which is not included in the workplan indicators discussed in Section G.
- Successfully met or exceeded 65 percent of the quantitative benchmarks set for September 2000, and on track for meeting the March 2001 indicators, in the context of a security situation which has disrupted programs and activities and significantly increased the difficulty of operating in certain areas of the country where the project had planned to commence working with the rural communities.

The major concern for the future, is of course the uncertainty which surrounds the program of activities in the Forest Region of Guinea. With activities terminated in Guéckédou and Macenta, two of the six prefectures targeted by the project as priorities for the first phase of activities have had to be abandoned. This situation has had a significant negative impact on the pace of implementation of many project activities, and throws doubt on the ability of the project to achieve all the indicators defined for the end of March next year.

In addition, the absence of a financial mechanism for supporting the work of our principal partner—the Direction Nationale des Eaux et Forêts, remains a serious concern and one that threatens to undermine the collaborative partnership that the Winrock team has worked hard to establish over the last 12 months.

In spite of the challenges presented by these concerns, Winrock and its partners remain committed to achieving the benchmarks and indicators set out in Winrock's technical proposal to USAID in 1999, and which are reflected in the first 18-month workplan which runs through to March 2001.



ACTIVITY		Resp.	Partners	1999			2000												2001			Total March						
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3							
	Selection of PGRN villages to be supported																											
	Participatory assessments in the selected new villages																											
	Final choice of villages in each of the sub-prefectures targeted																											
<i>Ind 1.2</i>	<i>Participatory assessments carried out with assistance from ONG or GOG</i>																											42
<b>1.2.3</b>	<b>Training of villagers in technical aspects of natural resource management</b>	WI	DNEF																									
	Identification of training needs for each village																											
	Preparation of a training plan for the targeted villages																											
	Training of key community members by NGOs and DNEF																											
<i>Ind 1.3</i>	<i>Training plans for communities developed based on needs identified in NRM plans (including skill requirements to be achieved)</i>																											48
<i>Ind 1.4</i>	<i>Number of NRM demonstrations or community protected areas established with technical assistance from GOG or NGOs</i>																											110
<i>Ind 1.5</i>	<i>Training sessions, field visits, villager exchange trips completed to provide training to community members in NRM practises</i>																											308
<i>Ind 1.6</i>	<i>Number of farmer outreach leaders trained</i>																											143
<i>Ind 1.7</i>	<i>Number of community members trained</i>																											2400
<b>1.2.4</b>	<b>Creation of the Natural Resource Management Committees</b>	WI	DNEF																									
	Sensibilisation on the necessity to establish a NRM committee in the target villages																											
	Identification of the village leaders and resource persons																											
	Constitution of the committee																											
	Development of the official status and the 'reglement interieur'																											
	Approval by the local community (and the DNEF if need be)																											
<i>Ind 1.8</i>	<i>Percentage of natural resource management committees created which are functional</i>																											33%
<b>1.2.5</b>	<b>Preparation of the NRM plans</b>	WI	DNEF																									
	Organisation of NRM planning workshops led by NGOs and the DNEF																											
	Preparation of the NRM plans																											
<i>Ind 1.9</i>	<i>Number of NRM planning workshops led by NGO or GOG staff</i>																											190
<i>Ind 1.10</i>	<i>Percentage of accepted NRM plans prepared with assistance of NGO or agents</i>																											87%





## RI 2 PRODUCTIVITY OF FARMS IN ACTIVITY ZONES INCREASED

ACTIVITE	Resp.	Partners	1999			2000												2001			Total March 2001
			10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	
LOL = L, Winrock = W, FICA = F, Farmer-to-Farmer = FF			project year 1									project yr 2									
<b>RI 2.1</b>	<b>Producer knowledge about environmentally sound, productivity enhancing practices increased</b>																				
<b>RI 2.2</b>	<b>Improved production management skills acquired and used by producers</b>																				
<b>RI 2.3</b>	<b>Marketing skills acquired and used by producers in activity zones</b>																				
<b>RI 2.4</b>	<b>Agricultural marketing systems strengthened</b>																				
<i>Ind 2.1</i>	<i>Number of producers who invest in production practices that improve productivity in a sustainable manner</i>									600	800	1000	600							3000	
<i>Ind 2.2</i>	<i>Number of producers/producer groups who experience 5% increase due to new practices</i>										1000	1500	500							3000	
<i>Ind 2.3</i>	<i>New agricultural-based enterprises are established</i>									10		15								25	
<i>Ind 2.4</i>	<i>Number of producers using marketing information for their marketing strategy</i>										1000	1500	500							3000	
<i>Ind 2.5</i>	<i>Increase in income from farm and nonfarm activities (%)</i>																		15%	15%	
<b>2.1.1</b>	<b>Conduct farm-to-market studies</b>																				
	- Design the zones of intervention and partners, including introductory meetings in conjunction with global project	W/LOL/F																			
	- assess existing studies and summarize sustainable technology and marketing materials that can be used immediately in the project launching activities	LOL/F																			
	- immediately begin studies for the identified priority commodities, taking into consideration past studies identifying appropriate practices in Guinea or W. Africa	L/F	STTA/L																		
	- identify further commodity possibilities throughout project	W/LOL/F																			
	- identify appropriate sustainable agricultural practices for project zones	W/LOL/F																			
	- based on market demand, value-added suitability, and environment compatibility, identify new commodities or products or niche areas worthwhile of study, and study as needed	W/LOL/F	STTA/R																		
	- use study results to identify training needs addressing perceived constraints to sustainable agriculture practices, and further, use results to develop F-to-F SOWs	W/LOL/F																			



ACTIVITE		Resp.	Partners	1999			2000												2001			Total March
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	
Ind 2.13	% Increase in yields from crops																			15%	15%	
2.2.1	<b>Form and strengthen producer groups to reduce input and marketing costs</b>																					
	- identify needs and opportunities in the area of group-led business initiatives (purchasing clubs, cooperatives, association formation) appropriate to project target areas	F/L	W STTA/I +FF																			
	- create associated curriculum, and plan an ongoing (monthly) training and support (follow-up) series that will be carried out in conjunction with activity 3 training	F/L	W																			
	- Expanding upon the provision of training and information of 2.1 activities, create producer group and input supplier linkages that assist producer groups in realizing cost efficiencies	F/L	W																			
2.2.2	<b>Conduct training in business planning, production, postharvest handling, and processing</b>																					
	- a simple production training plan for individual producers at the village level will be established	W	F +FF																			
	- a comprehensive training plan will be developed to frame and guide all IR-2 production management skill development activities and harmonize with the IR-3 business management training expansion that will include specific training programs in farm management, again in conjunction with or taking into consideration all other IR-2 and overall project efforts	W																				
	- Winrock's "Producer Extension Network" will receive new business management skills identified during the implementation of first and second quarter activities and also include finance monitoring practices	W																				
	- creating a network of extensionists as a focal point for training of trainers to CBO, SNPNV and NGO leaders as well as for direct producer outreach	W																				
Ind 2.14	Producer cooperatives officially registered and profitable																				0	
Ind 2.15	Number of producers who develop and implement a simple production plan									600		800		1000						600	3000	
Ind 2.16	Number of female producers implementing a simple production plan									300		400		200						100	1000	
Ind 2.17	Number of producers incorporating financial mgmt skills into operations									1500		1000		500							3000	
Ind 2.18	Number of producers who develop loan applications									1000				500							1500	
Ind 2.19	Number of producers who receive approved loans									300				200							500	
Ind 2.20	Number of business strategies develop by collaborating NGOs									1				2							3	
Ind 2.21	% Increase in number of farmers having access to credit																				30.00%	



















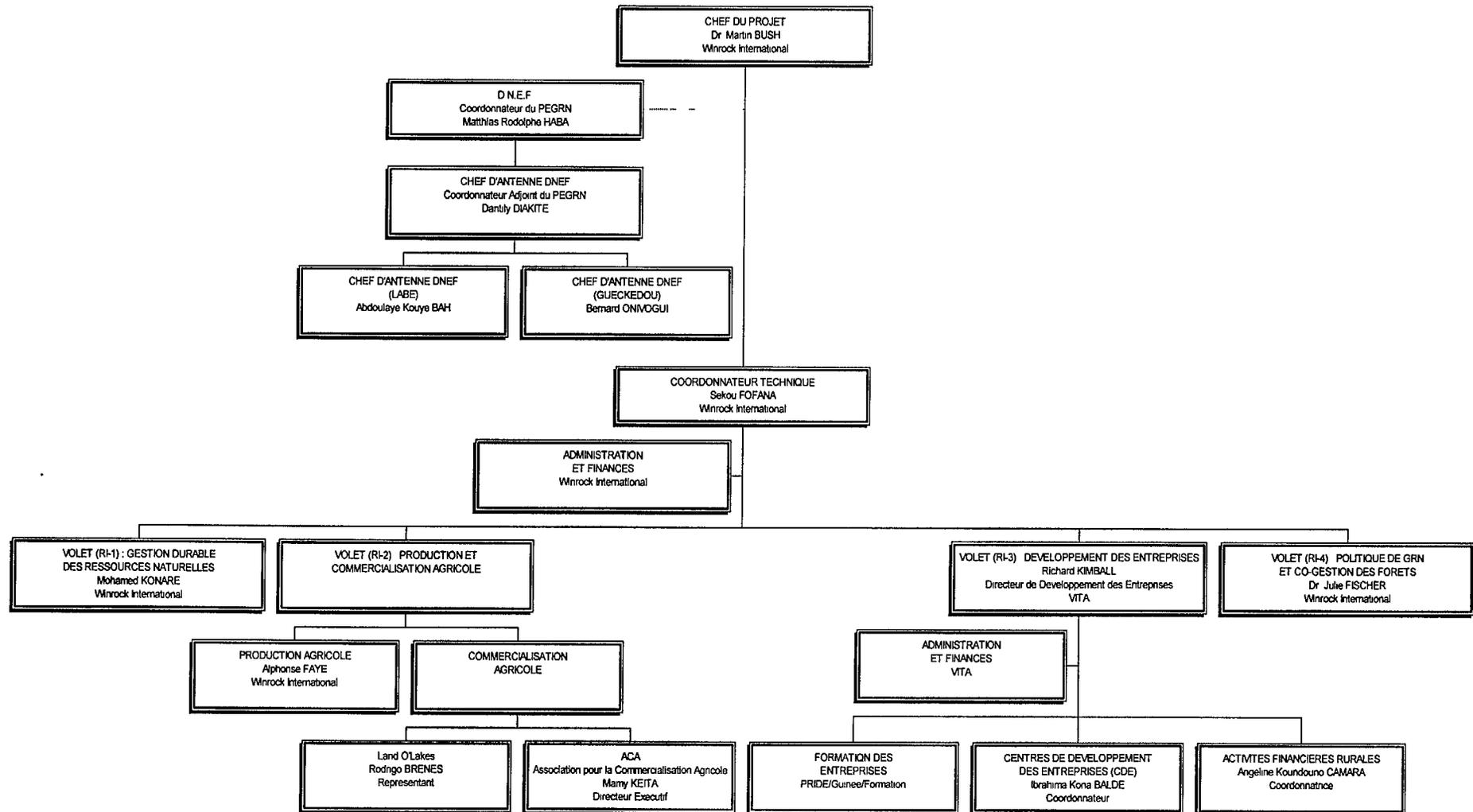




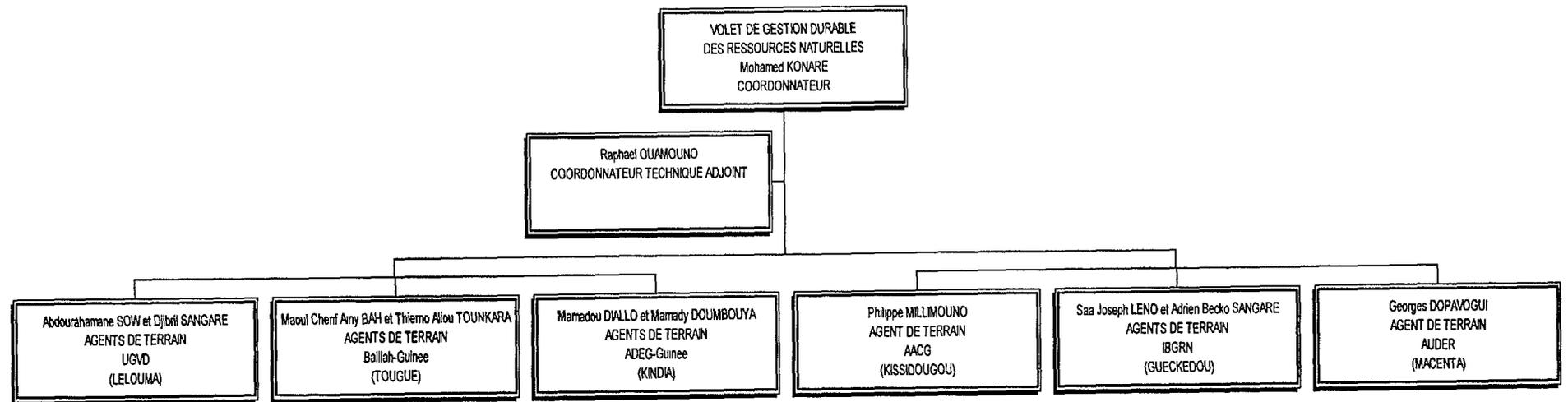
## Appendix 2

# ORGANIGRAMME

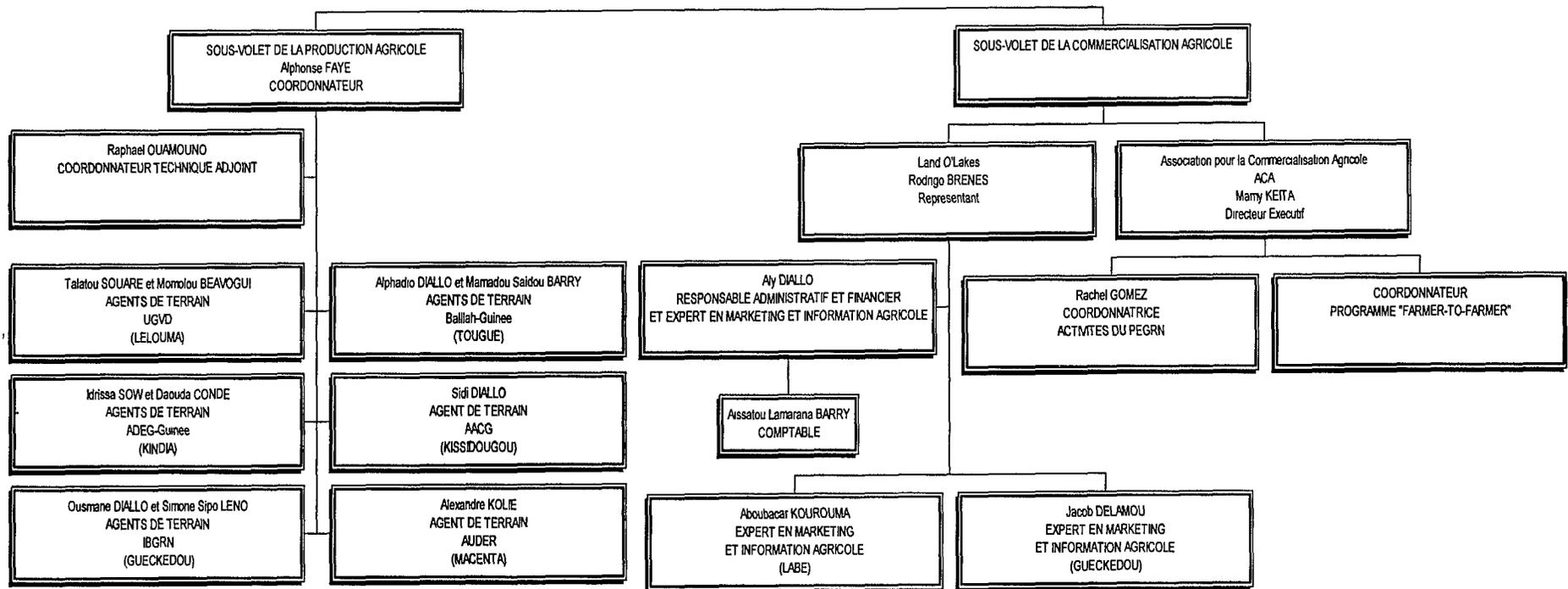
## Projet Elargi de Gestion des Ressources Naturelles (PEGRN)



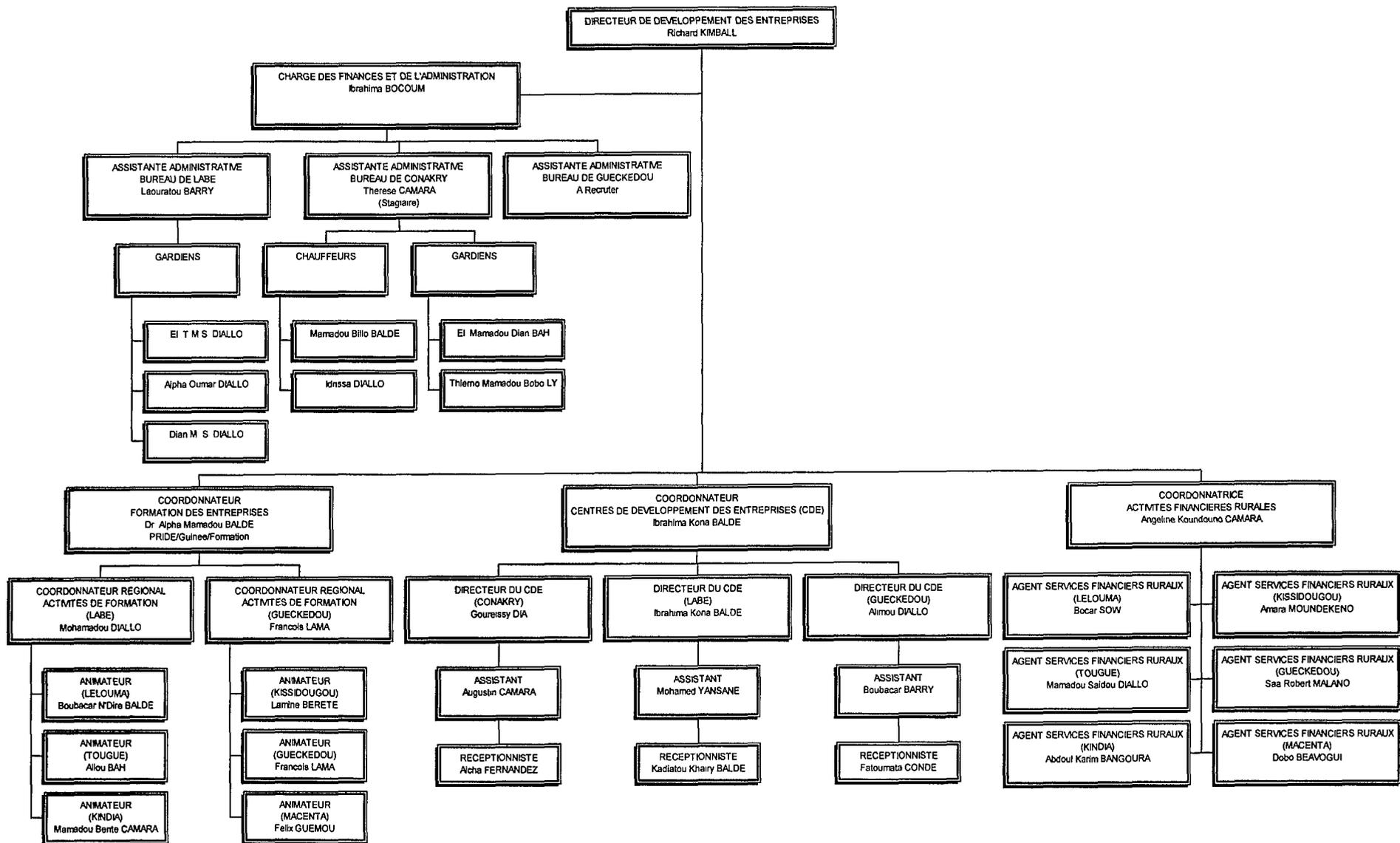
ORGANIGRAMME  
Equipe du Volet de Gestion Durable des Ressources Naturelles du PEGRN  
(RI-1)



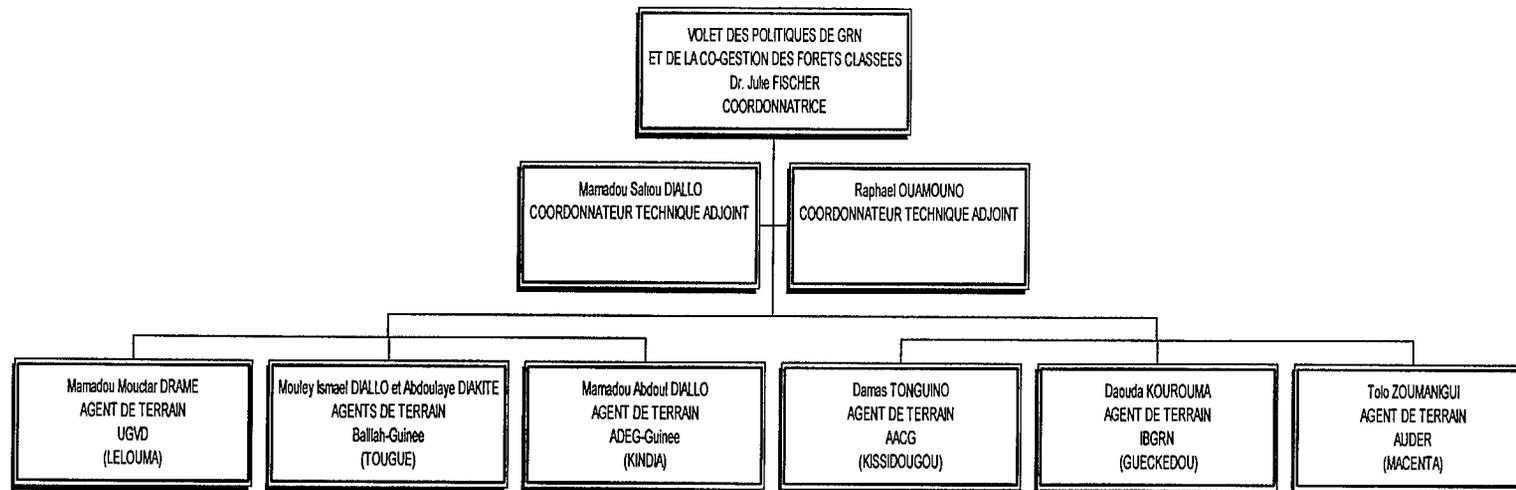
**ORGANIGRAMME**  
**Equipe du Volet de la Production et de la Commercialisation Agricole du PEGRN**  
**(RI-2)**



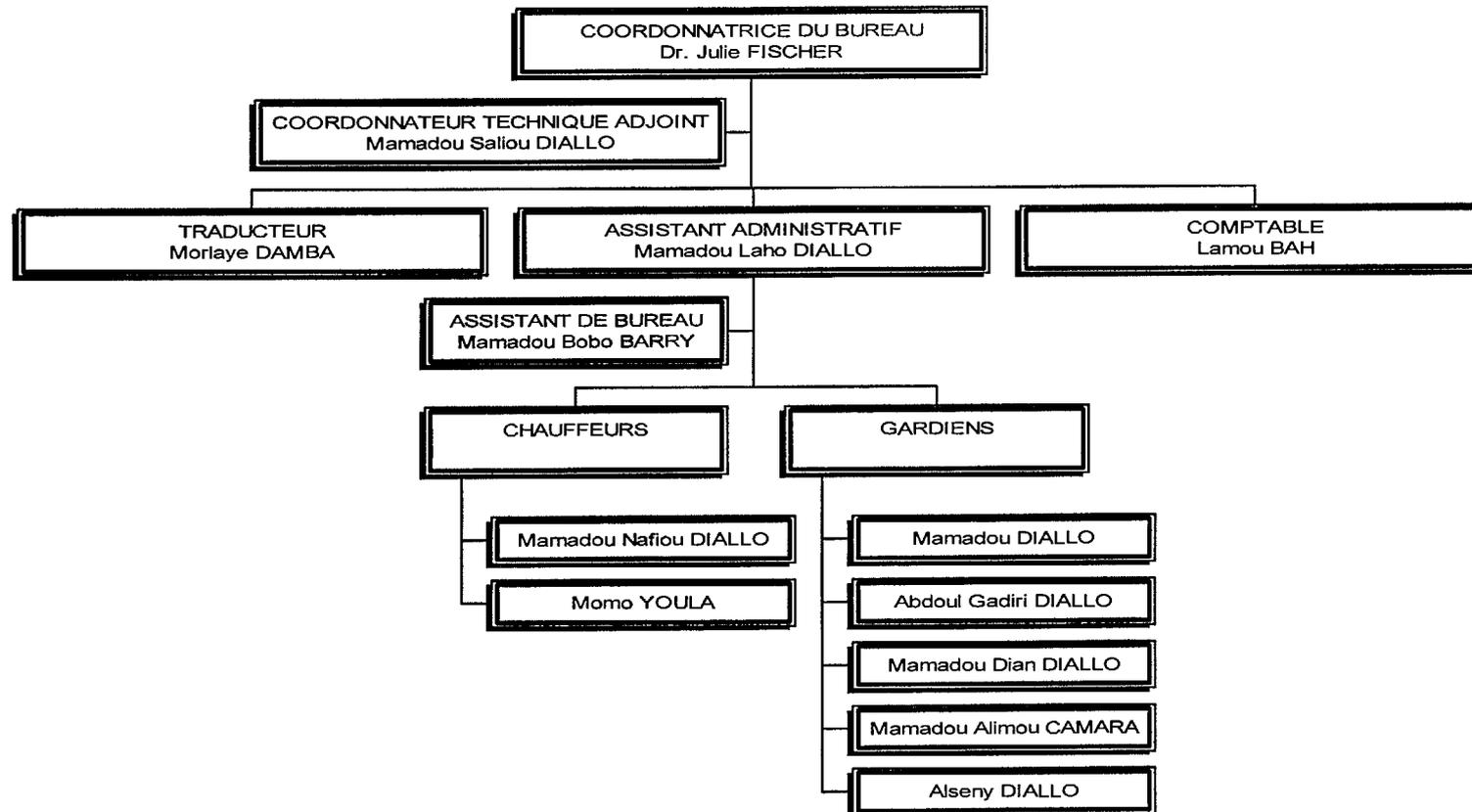
**ORGANIGRAMME**  
 Equipe du Volet de Developpement des Entreprises du PEGRN  
 (RI-3)



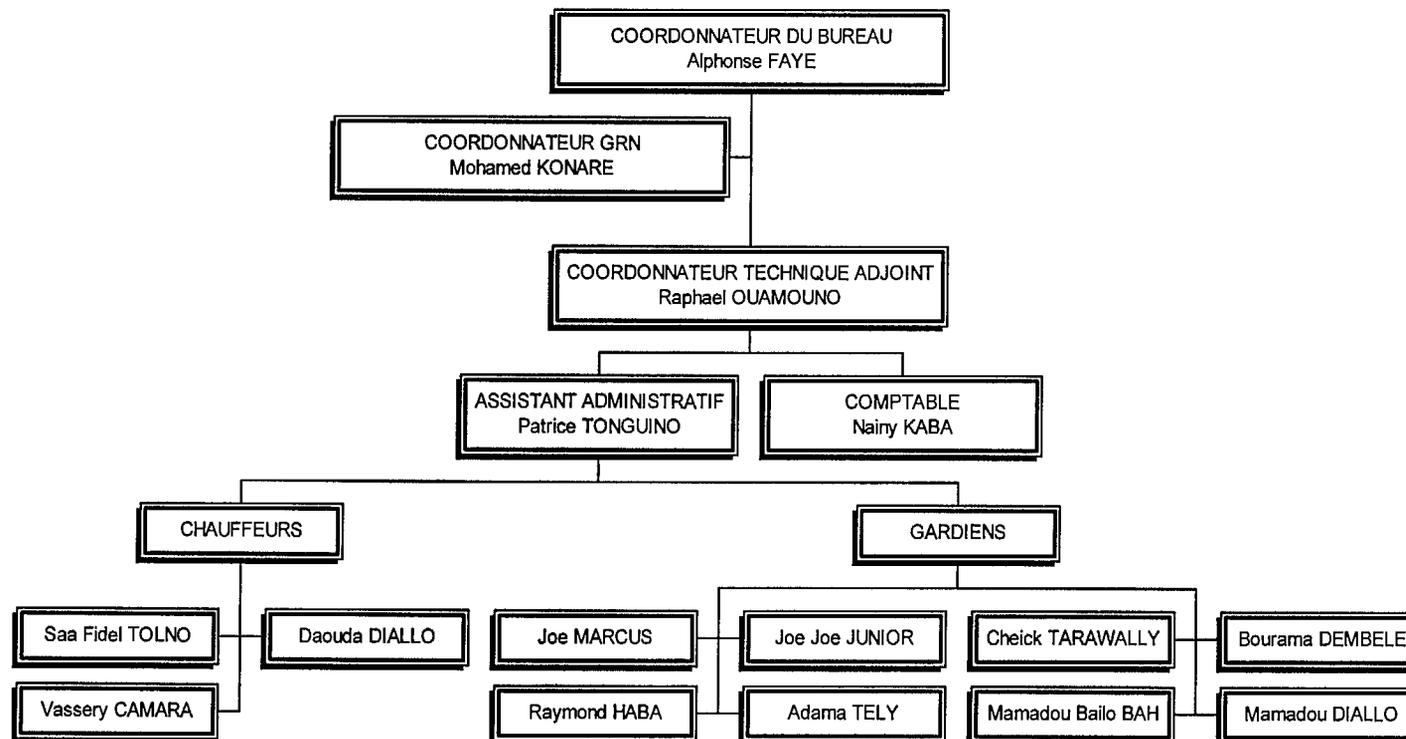
ORGANIGRAMME  
Equipe du Volet des Politiques de GRN et de la Co-Gestion des Forets Classees du PEGRN  
(RI-4)



**ORGANIGRAMME**  
Bureau de Coordination Regionale du PEGRN de Labe  
(Winrock International)



**ORGANIGRAMME**  
 Bureau de Coordination Regionale du PEGRN de Gueckedou  
 (Winrock International)



## Appendix 3

### Expanded Natural Resource Management Activity List of Personnel

NO	NOMS ET PRENOMS	INSTITUTION	FONCTION	SITE	TELEPHONE	EMAIL
1	BUSH Martin	Winrock International	Chef du Projet	Conakry	45.14.78 et 011.25.30.53	winrock@eti.net.gn
2	FOFANA Sekou	Winrock International	Coordonnateur Technique	Conakry	45.14.60	fofana@pegrn.org.gn
3	DIALLO Oury	Winrock International	Administrateur	Conakry	45.14.60	dmmouctar@pegrn.org.gn
4	DIALLO Alpha Oumar	Winrock International	Chef Comptable	Conakry	45.14.60	alpha@pegrn.org.gn
5	ARIBOT Fatou	Winrock International	Secrétaire	Conakry	45.14.60	
6	BOCOUM Ibrahima	VITA	Charge des Finances et de l'Administration	Conakry	45.14.74	ibocoum@pegrn.org.gn
7	DIA Goureissy	VITA	Directeur du CDE	Conakry	45.14.85	goury@pegrn.org.gn
8	CAMARA Augustin	VITA	Assistant du CDE	Conakry	45.14.85	augustin@pegrn.org.gn
9	CAMARA Therese	VITA	Receptionniste du CDE	Conakry	45.14.85	vinh@pegrn.org.gn
10	CONDE Fatoumata	VITA	Receptionniste du CDE	Conakry	45.14.85	
11	DIALLO Aly	Land O'Lakes	Specialiste d'Information Agricole	Conakry	45.14.74 et 011.25.40.64	aly@pegrn.org.gn
12	BARRY Aïssatou	Land O'Lakes	Comptable	Conakry	45.14.74	bal@pegrn.org.gn
13	BALDE Alpha Mamadou	PRIDE/Guinee/Formation	Directeur Executif	Conakry	46.42.51	pride.train@eti.net.gn
14	KEITA Mamy	FICA	Directeur Executif	Conakry	46.37.84	
15	GOMEZ Rachel	FICA	Coordonnatrice	Conakry	46.37.84	
16	FISCHER Julie	Winrock International	Coordonnatrice RI-4	Labe	51.00.93	jfischer@leland-gn.org
17	FAYE Alphonse	Winrock International	Coordonnateur RI-2 (Agriculture)	Labe	51.00.93	
18	KONARE Mohamed	Winrock International	Coordonnateur RI-1	Labe	51.00.93	
19	DIALLO Saliou	Winrock International	Coordonnateur Technique	Labe	51.00.93	
20	DIALLO Mamadou Laho	Winrock International	Traducteur	Labe	51.00.93	
21	BAH Lamou	Winrock International	Comptable	Labe	51.00.93	
22	KIMBALL Richard	VITA	Directeur de Developpement des Entreprises RI-3	Labe	51.21.11 et 011.21.30.29	rkimball.vita@eti.net.gn
23	CAMARA Angeline Koundouno	VITA	Coordonnatrice des Activites Financieres Rurales	Labe	51.21.11	
24	BALDE Ibrahima Kona	VITA	Coordonnateur des CDEs	Labe	51.21.10	cdelabe@leland-gn.org
25	DIALLO Alpha Alimou	VITA	Directeur du CDE	Labe	51.21.10	cdelabe@leland-gn.org
26	SAVANE Mohamed	VITA	Assistant du CDE	Labe	51.21.10	cdelabe@leland-gn.org
27	BARRY Boubacar	VITA	Assistant du CDE	Labe	51.21.10	cdelabe@leland-gn.org
28	BALDE Kadiatou	VITA	Receptionniste du CDE	Labe	51.21.10	cdelabe@leland-gn.org
29	BARRY Laouratou	VITA	Assistante Administrative	Labe	51.21.11	
30	BRENES Rodrigo	Land O'Lakes	Coordinateur RI-2 (Commercialisation Agricole)	Labe	51.21.11 et 011.25.20.63	rbriandolakes@eti.net.gn
31	KOUROUMA Aboubacar	Land O'Lakes	Specialiste d'Information Agricole	Labe	51.21.11 et 013.40.03.13	boukourouma@pegrn.org.gn
32	DELAMOU Jacob	Land O'Lakes	Specialiste d'Information Agricole	Labe	51.21.11 et 013.40.37.14	jacobdelamou@pegrn.org.gn
33	DIALLO Mamadou	PRIDE/Guinee/Formation	Coordonnateur Regional de Formation (RI-3)	Labe		

NO.	NOMS ET PRENOMS	INSTITUTION	FONCTION	SITE	TELEPHONE	EMAIL
34	BANGOURA Abdoul Karim	VITA	Agent de Services Financiers Ruraux (IR-3)	Kindia (Sougueta)		
35	MALANO Saa Robert	VITA	Agent de Services Financiers Ruraux (IR-3)	Kindia (Sougueta)		
36	DIALLO Mamadou	ADEG	Agent RI-1	Kindia (Sougueta)		
37	DOUMBOUYA Mamady	ADEG	Agent RI-1	Kindia (Sougueta)		
38	SOW Idrissa	ADEG	Agent RI-2	Kindia (Sougueta)		
39	CONDE Daouda	ADEG	Agent RI-2	Kindia (Sougueta)		
40	DIALLO Mamadou Abdoul	ADEG	Agent RI-4	Kindia (Sougueta)		
41	CAMARA Mamadou Bente	PRIDE/Guinee/Formation	Agent de Formation (IR-3)	Kindia		
42	DIALLO Mamadou Sadiou	VITA	Agent de Services Financiers Ruraux (IR-3)	Tougue		
43	MOUNDEKENO Amara	VITA	Agent de Services Financiers Ruraux (IR-3)	Tougue		
44	BAH Aliou	PRIDE/Guinee/Formation	Agent de Formation (IR-3)	Tougue		
45	BAH Maoul Cherif	Ballah-Guinee	Agent RI-1	Tougue		
46	TOUNKARA Thierno Aliou	Ballah-Guinee	Agent RI-1	Tougue		
47	DIALLO Alphadio	Ballah-Guinee	Agent RI-2	Tougue		
48	BARRY Mamadou Sadiou	Ballah-Guinee	Agent RI-2	Tougue		
49	DIALLO Mouley Ismael	Ballah-Guinee	Agent RI-4	Tougue		
50	DIAKITE Abdoulaye	Ballah-Guinee	Agent RI-4	Tougue		
51	SOW Bocar	VITA	Agent de Services Financiers Ruraux (IR-3)	Lelouma		
52	BEAVOGUI Dobo	VITA	Agent de Services Financiers Ruraux (IR-3)	Lelouma		
53	BALDE Mamadou N'Dire	PRIDE/Guinee/Formation	Agent de Formation (IR-3)	Lelouma		
54	SOW Abdourahmane	UGVD	Agent RI-1	Lelouma		
55	SANGARE Djibril	UGVD	Agent RI-1	Lelouma		
56	SQUARE Talatou	UGVD	Agent RI-2	Lelouma		
57	BEAVOGUI Momolou	UGVD	Agent RI-2	Lelouma		
58	DRAME Mamadou Mouctar	UGVD	Agent RI-4	Lelouma		
59	BERETE Lamine	PRIDE/Guinee/Formation	Agent de Formation (IR-3)	Kissidougou		
60	MILLIMOUNO Philippe	AACG	Agent RI-1	Kissidougou		
61	DIALLO Sidi	AACG	Agent RI-2	Kissidougou		
62	TONGUINO Damas	AACG	Agent RI-4	Kissidougou		
63	OUAMOUNO Raphael	Winrock International	Coordonnateur Technique	Gueckedou		
64	LAMA Francois	PRIDE/Guinee/Formation	Coordonnateur Regional de Formation (IR-3)	Gueckedou		
65	LENO Saa Joseph	IBGRN	Agent RI-1	Gueckedou		
66	SANGARE Adrien Becko	IBGRN	Agent RI-1	Gueckedou		
67	DIALLO Ousmane	IBGRN	Agent RI-2	Gueckedou		
68	LENO Simone Sipo	IBGRN	Agent RI-2	Gueckedou		
69	KOUROUMA Daouda	IBGRN	Agent RI-4	Gueckedou		
70	GUEMOU Felix	PRIDE/Guinee/Formation	Agent de Formation (IR-3)	Macenta		
71	DOPAVOGUI Georges	AUDER	Agent RI-1	Macenta		
72	KOUE Alexandre	AUDER	Agent RI-2	Macenta		
73	ZOUMANIGUI Tolo	AUDER	Agent RI-4	Macenta		

Note that the table does not show support staff such as drivers, guards, and junior office staff

## Appendix 4

### List of publications available from the ENRMA including those published during the former project (Nos 1 - 51)

No	PUBLICATION TITLE	AUTHOR	DATE
1	Diagnostic Préliminaire	Mohamed Ba	Février, 1998
2	Atelier Inter-Villageois de Planification	Mohamed Ba	Avril, 1998
3	Capitalisation des Résultats des Sessions de Diagnostic préliminaire	Mohamed Ba	Mars, 1998
4	Capitalisation des Résultats des Sessions de diagnostic préliminaire dans onze Villages hors Bassin BRP-Koundou	Equipe BRP Koundou	Avril, 1998
5	Capitalisation des Résultats des Sessions de Diagnostic Préliminaire dans huit villages hors Bassin BRP Diaforé	UVGD	Mai, 1998
6	Diagnostic des systèmes Agraires du Bassin Versant de Dissa et ses environs (Données Agro-socio-économiques de Base)	Richard Balla Yaradounou	Juin, 1998
7	Les groupements Féminins du Fouta Djallon: un Instrument de Promotion féminine	Murel Bretagne	Avril, 1998
8	Identification des Paquets de Pratiques utilisées et des technologies appropriées disponibles	Alpha Mamoudou Diallo	Mars, 1998
9	Diagnostic des systèmes Agraires du Bassin Versant et ses environs (données Agro-socio-économiques de base)	Boum Tieng Ly	Mai, 1998
10	Analyse des Besoins de Formation des ONGs	Jill Donahue	Juin, 1998
11	Accroître la sécurité Foncière: Elaboration des contrats fonciers écrits (ententes)	Rapport final	Juin, 1998
12	Rapport d'activités pour RI-1 et RI-2 ( décembre 1997 au 30 juin 1998	Diallo Alpha Mamoudou	Juin, 1998
13	Rapport d'activités pour la période oct 1997-juin 1998		Juin, 1998
14	Enquête et évaluation des Comités de Gestion, groupements et paysans animateurs du programme de gestion des bassins versant	E. Spencer Keturakis	Juillet, 1998
15	Plan d'Activité Annuel du PEGRN 1998-1999	Coordination Régional Direction des BRP	Juillet, 1998
16	Stratégies pour l'accroissement de la Participation locale dans la diffusion des pratiques de Gestion des ressources Naturelles	Carol Stoney	Juillet, 1998
17	Elaboration d'esquisse des Terroirs Villageois	Ballal Fuinée	Juin, 1998
18	Education Environnementale des élèves du cycle primaire	MM. Saliou D, Lamine Barry Guinée écologie	Novembre, 1998
19	Réconciliation de la législation Foncière locale et nationale	Peter Bloch ltc Univ. Wisc	Novembre, 1998
20	Esquisses de Plan de Gestion de terroirs Villageois dans le BRP de Dissa	CENAFOD	Juillet, 1998
21	Rapport de Formation sur les Comités Villageois de Gestion	Africaine Guinée	Novembre, 1998
22	Atelier Inter-Villageois de formalisation des Plans de Gestion	Mohamed Ba	Août, 1998
23	Capitalisation des Résultats des Sessions de Diagnostic Préliminaire dans 8 villages hors Bassin BRP Diaforé	PGRN	Avril, 1998
24	Mission d'Identification de nouveaux Villages dans les trois BRP	CENAFOD	Juillet, 1998
25	Diagnostic des Systèmes agraires du Bassin Versant de Diaforé (données agro-économiques de base)	Boum Tieng Ly	Novembre 1998
26	Formalisation en matière de vulgarisation agricole et de production de semences (Manuel de travail)	Alphonse Faye	Fevrier, 1999
27	Réconciliation de la législation Foncière locale et nationale rapport de mission	Yazou Gnomou	Février 1999
28	Appui au Fonctionnement des comités de Gestion BRP Koundou (non disponible pour l'instant)	Ballal Guinée	Janvier, 1999
29	Diagnostic des Spécificités de 10 villages hors BRP de Koundou	Ballal Guinée/Equipe du BRP	Janvier, 1999

**List of publications available from the ENRMA including those published during the former project (Nos 1 - 51)**

<b>No</b>	<b>PUBLICATION TITLE</b>	<b>AUTHOR</b>	<b>DATE</b>
30	Appui au Fonctionnement des Comités de Gestion des villages 98 hors Bassin BRP Diafore	UVGD	Mars 1999
31	Diagnostic des spécificités des villages 99 bassin BRP Diaforé	UVGD	Mars, 1999
32	Diagnostic des spécificités des villages 99 bassin BRP Dissa	CENAFOD	Mars, 1999
33	Appui au Fonctionnement des Comités de Gestion des villages 98 hors Bassin BRP Dissa	CENAFOD	Mars, 1999
34	Appui aux exploitants de 4 villages 98 hors bassin pour la transplantation de l'oignon et à la mensuration des parcelles BRP/Diaforé	UVGD	Février, 1999
35	Cogestion participative de la forêt en Guinée Progrès et Perspectives	Paula Williams	Mars, 1999
36	Evaluation des périmètres maraichers dans la zone d'intervention du projet (villages hors bassin)	Equipe BRP /Ballal Guinée	Janvier, 1999
37	Evaluation des plans de Gestion des Ressources Naturelles ( <i>non disponible pour l'instant</i> )	Mohamed Ba	Décembre, 1999
38	Répertoires des plans de Gestion des Ressources Naturelles	Mohamed Ba	Décembre, 1999
39	Formation sur les techniques de fertilisation des sols en maraichage	Salifou Camara/ Rabiadou Camara	March, 1998
40	Cérémonie de signature du 1er Contrat de cogestion d'une forêt classée en Guinée	Winrock International	April, 1999
41	Cours de Formation sur la santé animale	Mamadou Lekkou Diallo	April, 1999
42	Conception d'un programme de vulgarisation rizicole et de production des semences en milieu paysans	Alphonse Faye	July, 1999
43	Enhancing Rural Land tenure security: dissemination of the national and code and the land use contract mechanism	Julie E. Fisher	July, 1999
44	Appui aux exploitants maraichers BRP de Dissa, Koundou et Diaforé	Alpha Mamoudou Diallo	July, 1999
45	Les pratiques de Gestion de Ressources Naturelles dans les villages des BRP	Alpha Moudou Diallo	July, 1999
46	Rapport de formation à l'approche genre et développement Labé (Guinée-Conakry), du 20 au 23 juillet 1999 ( <i>non disponible pour l'instant</i> )	Isidore BOUTCHUE	July, 1999
47	Le Code Foncier Domanial de la République de Guinée	Dr. Julie E. Fischer	July, 1999
48	Séminaires de Labé et Mamou sur le processus de la cogestion	PGRN	September, 1999
49	Les Comités de Gestion des Terroirs Villageois: Création, suivi et évaluation et renforcement	Bah Thierno	August, 1999
50	Appui aux paysans pour une production agricole durable	Diallo Alpha Mamoudou	September, 1999
51	Rapport final d'activités: octobre 97 - septembre 99	Diallo Alpha Mamoudou, Bernard Delaine, Alpha M. Diallo; Bah Thierno Sadou	September, 1999
52	Implementing forest co-management in Guinea : proposals for the Nialama work program and replication in other forests	Paula Williams	September, 1999
53	Growth and Sustainability Strategy Action Plan for FICA	Tom Slater	March, 2000
54	FINAL REPORT: Projet de Gestion des Ressources Naturelles	Winrock International	March, 2000
55	Stratégie de Communication pour établir un environnement politique favorable sur la Gestion des Ressources Naturelles	Dr. Julie E. Fischer	March, 2000
56	Appui au Comité forêt et à l'assemblée villageoise pour la cogestion de la forêt classée de Nyalama	UVGD	April, 2000
57	Guide d'Animation de l'Atelier de formation sur les mécanismes d'établissement des Contrats Fonciers	Mamadou Saliou Diallo	February, 2000
58	Rapport de Synthèse Atelier de formation sur les mécanismes d'établissement des Contrats Fonciers Balaya du 23 au 24 février 2000	Mamadou Saliou Diallo	February, 2000

**List of publications available from the ENRMA including those published during the former project (Nos 1 - 51)**

<b>No</b>	<b>PUBLICATION TITLE</b>	<b>AUTHOR</b>	<b>DATE</b>
59	Evaluation de l'Efficacité de la Gestion des RN dans les villages appuyés par le Projet de Gestion des Ressources Naturelles	Thierno Saadou Bah	January , 2000
60	Analyse de Filières (ananas, pommes de terre, et huile de palme)	Jill Donahue	Mars, 2000
61	Etudes sociologiques des Communautés Villageoises autour et dans les Forêts Classées de Souti Yanfou et de Bakoun	Bocar Sow, Morlaye Keïta, Mamadou Malal Baldé	April, 2000
62	Priorisation des Zones d'Intervention du Projet. Rapport de Synthèse	Winrock International	May, 2000
63	Etudes de base de la forêt classée de Bakoun	CERE / Université de Conakry	April, 2000
64	Etudes de base de la forêt classée de Souti Yanfou	CERE / Université de Conakry	April, 2000
65	Guide méthodologique relative aux études de base des forêts classées de Souti Yanfou et de Bakoun	CERE / Université de Conakry	April, 2000
66	Plan de Suivi-Evaluation du Projet de Gestion Elargi des Ressources Naturelles Version Francaise (draft)	Dr. Malcolm K. Marks	May, 2000
67	Mototing and Evaluation Plan for the Expanded Natural Resource Management Activity: (draft)	Dr. Malcolm K. Marks	May, 2000
68	Final Report: Building Capacity for forest Co-Management in Guinea English Version	Paula J.Williams	May, 2000
69	Forest Inventory in the context of Co-Management of Classified Forest: Issues, appraisal of work done, and evaluation of needs.	Cecilia Polansky	May, 2000
70	Monotoring and Evaluation of the Expanded Nqtural Resources Management Activity: Final Report	Dr. Malcolm K. Marks	July, 2000
71	La Suivi -Evaluation du Projet Elargi de Gestion des Ressources Naturelles: Rapport Final	Dr. Malcolm K. Marks	July, 2000
72	Mission of the Facilitator for the Restructuring of FICA	Land O'Lakes International	June, 2000
73	Guide to Low- Cost Practical Forest Resources Inventory in the Context of Participatory Managment of Dry Tropical Forests of Africa.	Cecilia Polansky	September, 2000
74	Health and Environmental Protection Activity (with Appendices A-K)	Eddie Keturakis	October, 2000
75	Rapport de formation (octobre 1999-septembre 2000)	Sékou Fofana	Octobre, 2000
76	Performance Appraisal of the Co-management Program for the Classified Forest of Nialama	Dr. Julie E. Fischer and Rebecca Furth	October, 2000
77	La Revision de Performance d'Amelioration du Programme de Cogestion de la Foret Classee de Nialama	Dr Julie E. Fischer and Rebecca Furth	October, 2000
78	Analyse Economique et Financière des Plans d'Aménagement et de Gestion de la Forêt Classée de Souti-Yanfou et de Bakoun.	Dr Amadou Chérif Bah	October, 2000
79	Plan d'Aménagement et Plan de Gestion de la Forêt Classée de Souti-Yanfou	Compaoré Albert Dilemma Salomon Sidibé Sédibinet Dr Bah Amadou Chérif	October, 2000
80	Plan D'Amenagement et Plan de gestion de la Forêt Classée de Bakoun	Compaoré Albert Dilemma Salomon Dr. Bah Amadou Chérif Sidibé Sédibinet	October, 2000
81	Elaboration d'une série de cartes pour les Plans d'aménagement des Forêts de Souti-Yanfou (Préfecture de Kindia) et de Bakoun (Préfecture de Tougué)	Bureau de Cartographie Thématique et de Télédétection (DNEF)	October, 2000

## Appendix 5

### Training activities conducted over the period October 1999 to September 2000

#### I. RESULTAT INTERMEDIAIRE (RI-1)

No	Thèmes	Objectifs	Localité	Cible	Nombre de participants		Institution de formation	Formateurs	Dates		Résultats
					H	F			Début	Fin	
1	Démarche méthodologique que d'élaboration des PEGRN	- Former les formateurs agents d'ONG et du GDG à la démarche d'élaboration des plans de gestion des ressources naturelles	Labé	Les représentants des ONG et du GDG : chef de cantonnement forestier (Lélouma centre et Kolenté), CRD Souguéta :1, CENAFOD Labé :1, CRD Koïn : Tougué :1, SGCU Tougué :1, VEG :1, animateur UGVD Labé :1, animateur ADEG-Mamou :1, animateur Ballal-Guinée :1, Bétar Guinée Kindia :1	12	0	PEGRN	M. Konaré	20-05-00	05-05-00	Attente : - Former les agents pour les 8 ONG présélectionnées - Harmoniser la démarche PEGRN  Evaluation : Ces séances ont permis de connaître les niveaux des agents et leurs remarques et craintes sur la démarche
2	Démarche méthodologique que d'élaboration des PEGRN	- Former les formateurs agents d'ONG et du GDG à la démarche d'élaboration des plans de gestion des ressources naturelles	Guéckédou	Les représentants des différentes ONG et du GDG : ONG EDAG/Guéckédou (1), Développement rural de Yendé Millimou (1), IBGRN Balda (1), IBGRN Guéckédou (2), AUDER N'Zérékoré (2), AAGG Guéckédou (1), chef de cantonnement forestier de Vassérédou/Macenta (1), SPA (1)	10	0	PEGRN	M. Konaré	16-06-00	19-06-00	Attente : - Former les agents pour les 8 ONG présélectionnées - Harmoniser la démarche PEGRN  Evaluation : Ces séances ont permis de connaître les niveaux des agents et leurs remarques et craintes sur la démarche
3	Technique de récolte du miel	Les apiculteurs sont capables théoriquement et pratiquement de procéder à la récolte du miel sur les ruches kényanes- appui reçu du PEGRN sur les 3 BRP/Labé	Koundou	Représentants des apiculteurs de Koundou au nombre de 14	14	0	Consulind ép.	- M. Malal Baldé - Dian Bobo Diallo	22-05-00	16-06-00	Attente : - Former 72 apiculteurs à la technique de récolte du miel. - Former 6 formateurs apicoles villageois. Evaluation : Cette formation vient à point nommé, car c'est la période des récoltes. Ils souhaiteraient avoir une formation en commercialisation.

### RESULTAT INTERMEDIAIRE RI-1 (suite)

No	Thèmes	Objectifs	Localité	Cible	Nombre de participants		Institution de formation	Formateurs	Dates		Résultats
					H	F			Début	Fin	
4	Technique de récolte du miel	Les apiculteurs sont capables théoriquement et pratiquement de procéder à la récolte du miel sur les ruches kényanes- appui reçu du PEGRN sur les 3 BRP/Labé	Diaforé (Kirin)	Représentants des apiculteurs de Diaforé (Kirin) au nombre de 20	20	0	Consultants indépendants	- M. Malal Baldé - Dian Bobo Diallo	22-05-00	16-06-00	Attente : - Former 72 apiculteurs à la technique de récolte du miel. - Former 6 formateurs apicoles villageois. Evaluation : Cette formation vient à point nommé, car c'est la période des récoltes. Ils souhaiteraient avoir une formation en commercialisation.
5	Technique de récolte du miel	Les apiculteurs sont capables théoriquement et pratiquement de procéder à la récolte du miel sur les ruches kényanes- appui reçu du PEGRN sur les 3 BRP/Labé	Dissa (Missira)	Représentants des apiculteurs de Dissa (Missira) au nombre de 16	16	0	Consultants indépendants	- M. Malal Baldé - Dian Bobo Diallo	22-05-00	16-06-00	Attente : - Former 72 apiculteurs à la technique de récolte du miel. - Former 6 formateurs apicoles villageois. Evaluation : Cette formation vient à point nommé, car c'est la période des récoltes. Ils souhaiteraient avoir une formation en commercialisation.
6	Atelier de mise en commun (en 5 sessions)	- Faire la première mise en commun des diagnostics villageois et techniques - Renforcer les capacités d'analyse de situation des paysans ressources		Paysans ressources	442	95	PEGRN	Agents des ONG	Juillet	Septemb.	Attente : Former les paysans ressources au diagnostic - Faire la mise en commun et préparer les paysans ressources à la restitution. Evaluation : Les différentes restitutions ont été un réel cadre d'échange et d'information sur les ressources naturelles et leur mode de gestion.
7	Diagnostic villageois	- Amener les paysans ressources à acquérir des compétences en diagnostic de situation - Former les paysans leaders à l'élaboration des plans de gestion		Paysans ressources	33	15	PEGRN	Agents des ONG	Juillet	Septemb.	Attente ; Former les paysans ressources au diagnostic, faire recueil des données sur les RN, faire une démarche d'élaboration participative dans laquelle les paysans sont sujets et acteurs
<b>TOTAL</b>											

Lien avec : Résultat intermédiaire : RI – 3 (Activités accrues des Petites et micro-entreprises)

Objectif stratégique : Utilisation accrue des pratiques durables de gestion des ressources naturelles

Résultat des Performances : SRI 3.1 : Compétences de gestion des entreprises acquises et appliquées.

**PROJET ELARGI DE GESTION DES RESSOURCES NATURELLES (PEGRN)**  
**EXPANDED NATURAL RESOURCE MANAGEMENT ACTIVITY**  
**Winrock International-VITA-Land O'Lakes-FICA-PRIDE/Formation**  
**USAID-DNEF**

**II. RESULTAT INTERMEDIAIRE (RI-2)**

No	Thèmes	Objectifs	Localité	Cible	Nombre de participants		Institution de formation	Formateurs	Dates		Résultats
					H	F			Début	Fin	
1	L'importance de la variété améliorée par rapport à la variété locale ; et l'analyse de rendement en fonction des phases de croissance	Faire comprendre aux agents de vulgarisation des thèmes cités.	Labé et Gueckedou	Agents vulgarisateurs des ONG préselectionnés	35	0	PEGRN	Specialistes du PEGRN	19/5/00 2/5/00 18/5/00	19/5/00 4/5/00 18/5/00	Formation des agents de vulgarisation et formation en cascade par la suite.
2	Description des pratiques de GRN et les pratiques culturelles qui permettent de mieux contrôler l'enherbement	Faire adopter par le pourcentage le plus élevé possible de paysans, les pratiques de GRN qui augmentent la productivité.	Kissidougou ; CRD de Yombiro	Paysans du district de Bagbè : secteurs de Bagbè Centre, Kouriadou, Kôrôdou, Douadou, et Konéwaoulen	24	0	PEGRN	- Alphonse Faye - Raphaël - animateur: Diallo Sidy, ONG AACG	16-06-00	30-06-00	- attente : Au moins 50paysans/secteurs formés par les paysans vulgarisateurs qui s'investissent dans les pratiques de GRN qui augmentent la productivité et protègent l'environnement.
3	Description des pratiques de GRN et les pratiques culturelles qui permettent de mieux contrôler l'enherbement	Faire adopter par le pourcentage le plus élevé possible de paysans, les pratiques de GRN qui augmentent la productivité.	Kissidougou ; CRD de Yendé Millimou	Paysans du district de Walto : secteurs de Walto Gbaran, Walto village, Gbando, Mafendou, Firadou, et Sagbè.	30	0	PEGRN	- Alphonse Faye - Raphaël - animateur : Kolié Alexandre - ONG : AACG	07-06-00	13-06-00	- attente : Au moins 50paysans/secteurs formés par les paysans vulgarisateurs qui s'investissent dans les pratiques de GRN qui augmentent la productivité et protègent l'environnement.
4	Description des pratiques de GRN et les pratiques culturelles qui permettent de mieux contrôler l'enherbement	Faire adopter par le pourcentage le plus élevé possible de paysans, les pratiques de GRN qui augmentent la productivité.	Macenta : CRD de Vassérédou	Paysans du district de Vassérédou, secteurs de Vassérédou, Kassiadou, Baladou, Soulakolo, Vassérédou,	25	0	PEGRN	- Alphonse Faye - Raphaël - animateur : Kolié Alexandre - ONG : AUDER	15-06-00	23-06-00	- attente : Au moins 50paysans/secteurs formés par les paysans vulgarisateurs qui s'investissent dans les pratiques de GRN qui augmentent la productivité et protègent l'environnement.

**RESULTAT INTERMEDIAIRE RI-2 (suite)**

No	Thèmes	Objectifs	Localité	Cible	Nombre de participants		Institution de formation	Formateurs	Dates		Résultats
					H	F			Début	Fin	
5	Description des pratiques de GRN et les pratiques culturales qui permettent de mieux contrôler l'enherbement	Faire adopter par le pourcentage le plus élevé possible de paysans, les pratiques de GRN qui augmentent la productivité.	Macenta : CRD de Bofossou	Paysans du district de Bofossou ; secteurs de Bokpozou, Gbaoulema, Lofama, Kpagoulema, Bofossou,	21	0	PEGRN	- Alphonse Faye - Raphaël - Animateur: Kolié Alexandre, ONG : AUDER	14-06-00	23-06-00	- attente : Au moins 50paysans/secteurs formés par les paysans vulgarisateurs qui s'investissent dans les pratiques de GRN qui augmentent la productivité et protègent l'environnement.
6	Description des pratiques de GRN et les pratiques culturales qui permettent de mieux contrôler l'enherbement	Faire adopter par le pourcentage le plus élevé possible de paysans, les pratiques de GRN qui augmentent la productivité.	Guéckédou: CRD de Guendembou	Paysans du district de Guendembou Centre, secteurs de Guendembou centre, Soro, Dakadou, Tambadou, Kokossou,, Dombadou, Koumassan	34	0	PEGRN	- Alphonse Faye - Raphaël - Animateur : Diallo Ousmane, O NG : IBGRN	10-06-00	15-06-00	
7	Description des pratiques de GRN et les pratiques culturales qui permettent de mieux contrôler l'enherbement	Faire adopter par le pourcentage le plus élevé possible de paysans, les pratiques de GRN qui augmentent la productivité.	Guéckédou : CRD de Ouendé-Kénéma	Paysans du district de Dogbodou-centre, secteurs de Dogbodou-centre, Kèssédou, Mawandou, Sangadou, Konniyan, Ma-Ouendé	32	0	PEGRN	- Alphonse Faye - Raphaël - Animateur : Ousmane Diallo O NG : IBGRN	17-06-00	22-06-00	
TOTAL											

Lien avec :

Résultats Intermédiaire : RI 2

Objectif Stratégique : OS1

Résultat des Performances : Utilisation accrue des pratiques durables de GRN

**PROJET ELARGI DE GESTION DES RESSOURCES NATURELLES (PEGRN)**  
**EXPANDED NATURAL RESOURCE MANAGEMENT ACTIVITY**  
**Winrock International-VITA-Land O'Lakes-FICA-PRIDE/Formation**  
**USAID-DNEF**

**RAPPORT DE PROGRAMME DE FORMATION (RI-3)**

No	Thèmes	Objectifs	Localité	Cible	Nombre de participants		Institution de formation	Formateurs	Dates		Résultats
					H	F			Début	Fin	
1	Atelier sur la bonne Gouvernance des ONG	- échanger avec les participants sur les concepts liés à la bonne gouvernance - partager leurs expériences dans l'application de la bonne gouvernance dans leurs ONG - donner aux participants les concepts et les meilleures pratiques de bonne gouvernance	Labé	Les représentants de 4 ONG locales (ADEG (3), UGVD (3), Ballal Guinée (2), CENAFOD (1) et 1 du PEGRN.	9	1	PEGRN (VITA)	- Richard K. - Baldé Kona	16-06-00	16-06-00	- attente : Les résultats de l'atelier ont été atteints - évaluation ; 9 sur 10 participants ont donné un score de « très bien » et 1 participant a donné le score de « Excellent »
2	Les Indicateurs de Performance des Institutions de Microfinance (IMF)	- renforcer les capacités de gestion des cadres des Institutions de micro-finance en Guinée dans le cadre du suivi des indicateurs de performance	Labé	Représentants des différentes Institutions de Micro finance en Guinée	16	0	PEGRN (VITA)	- Richard Kimball	20-06-00	22-06-00	Les résultats de l'atelier ont été atteints
3	Informatique (traitement de texte et de tableur)	Améliorer le niveau du personnel de VITA en informatique	Conakry	4 agents de bureau de VITA à Conakry	2	2	Personne physique	Mamadou Oury Diallo	16-07-00	29-07-00	- Attente ; - Evaluation :
4	Comptabilité simplifiée en PULAR	A l'issue de la formation, les participants seront capables de : tenir une comptabilité de leurs activités.	Lélouma-Nyalama	Membres du Comité de Gestion de la forêt classée de Nyalama.	23	2	PRIDE	A.M. BALDÉ	21-03-00	28-03-00	Attente : Les résultats ont été atteints.
5	Esprit d'entreprise	Donner aux participants une évaluation complète et franche de leur potentiel comme entrepreneur.	Kindia	Individus	24	8	PRIDE	S. Kéita/MBC	26-03-00	07-04-00	Attente : Les résultats ont été atteints.

### RESULTAT INTERMEDIAIRE RI-3 (suite)

No	Thèmes	Objectifs	Localité	Cible	Nombre de participants		Institution de formation	Formateurs	Dates		Résultats
					H	F			Début	Fin	
6	Esprit d'entreprise	Donner aux participants une évaluation complète et franche de leur potentiel comme entrepreneur.	Lélouma	Individus	13	12	PRIDE/Guinée	A.M.B/M.D/ M.A.B/N.B	01-06-00	13-06-00	Attente :. Les résultats ont été atteints.
7	Plan d'Affaire	-	Kindia	Individus	19	2	PRIDE/Guinée	M.B.C.	16-06-00	17-06-00	Attente :. Les résultats ont été atteints.
8	Esprit d'entreprise	Donner aux participants une évaluation complète et franche de leur potentiel comme entrepreneur.	Lélouma- T.Bori	Groupe feminin de Tianguel Bori	7	31	PRIDE/Guinée	M.D/NDiré	19-06-00	27-06-00	Attente :. Les résultats ont été atteints.
9	Esprit d'entreprise	Donner aux participants une évaluation complète et franche de leur potentiel comme entrepreneur.	Guéckédou	Individus	14	0	PRIDE/Guinée	A.B/F.L/L.B	20-06-00	01-07-00	Attente :. Les résultats ont été atteints.
10	Marketing	A l'issue de la formation, les participants doivent être en mesure de redynamiser leur entreprise et service par le renforcement de la force de vente et l'augmentation du chiffre d'affaire.	Kindia	-	21	4	PRIDE/Guinée	Y. Touré/M.B. Camara	01-07-00	02-07-00	Attente :. Les résultats ont été atteints.
11	Esprit d'entreprise	Donner aux participants une évaluation complète et franche de leur potentiel comme entrepreneur.	Tougué	Individus	11	9	PRIDE/Guinée	S. Kéïta/MBC	26-03-00	07-04-00	Attente :. Les résultats ont été atteints.
12	Service client	A l'issue de la formation, les participants seront capables de : comprendre l'importance de satisfaire le client ; distinguer les clients internes et externes ; reconnaître les besoins des clients ; connaître les secrets du bon service client.	Kindia	Individus	9	2	PRIDE/Guinée	Y. Touré/M.B. Camara	15-07-00	16-07-00	Attente :. Les résultats ont été atteints.
13	Esprit d'entreprise	Donner aux participants une évaluation complète et franche de leur potentiel comme entrepreneur.	Tougué	Individus	22	2	PRIDE/Guinée	A.B/M.D//N. B/M.A.B	15-07-00	26-07-00	Attente :. Les résultats ont été atteints.

### RESULTAT INTERMEDIAIRE RI-3 (suite)

No	Thèmes	Objectifs	Localité	Cible	Nombre de participants		Institution de formation	Formateurs	Dates		Résultats
					H	F			Début	Fin	
14	Esprit d'entreprise	- Donner aux participants une évaluation complète et franche de leur potentiel comme entrepreneur.	Macenta	Individus	22	3	PRIDE/Guinée	S.K/FL/GF	13-08-00	24-08-00	Attente : Les résultats ont été atteints.
15	Formation en informatique	- Renforcer la capacité des participants individuels en matière d'utilisation de l'outil informatique -Renforcer l'efficacité des participants à leurs postes de travail.	Conakry	Participants individuels ou envoyés par des ONG ou projets	1	2	VITA /CDE Conakry	Augustin Camara	02-08-00	29-09-00	Attente : Les personnes formées augmentent leur compétence dans l'utilisation de l'ordinateur, accroissement de l'efficacité dans le travail Evaluation :
	Formation en Internet	- Renforcer la capacité des participants individuels en matière d'utilisation de l'outil informatique -Renforcer l'efficacité des participants à leurs postes de travail.	Conakry	Participants envoyés par les entreprises, ONG ou projets	1	3	VITA /CDE Conakry	Augustin Camara	27-09-00	29-09-00	Attente : Les personnes formées augmentent leur compétence dans l'utilisation de l'ordinateur, accroissement de l'efficacité dans le travail Evaluation :
	Formation en informatique	- Renforcer la capacité des participants individuels en matière d'utilisation de l'outil informatique -Renforcer l'efficacité des participants à leurs postes de travail.	Conakry	Participants envoyés par les entreprises, ONG ou projets	1	3	VITA /CDE Conakry	Augustin Camara	15-09-00	09-10-00	Attente : Les personnes formées augmentent leur compétence dans l'utilisation de l'ordinateur, accroissement de l'efficacité dans le travail Evaluation :
	<b>TOTAL</b>										

Lien avec :

**Résultat intermédiaire :** RI – 3 (Activités accrues des Petites et micro-entreprises)

**Objectif stratégique :** Utilisation accrue des pratiques durables de gestion des ressources naturelles

**Résultat des Performances :** SRI 3.1 : Compétences de gestion des entreprises acquises et appliquées.

**PROJET ELARGI DE GESTION DES RESSOURCES NATURELLES (PEGRN)**  
**EXPANDED NATURAL RESOURCE MANAGEMENT ACTIVITY**  
**Winrock International-VITA-Land O'Lakes-FICA-PRIDE/Formation**  
**USAID-DNEF**

**RESULTAT INTERMEDIAIRE RI-4**

No	Thèmes	Objectifs	Localité	Cible	Nombre de participants		Institution de formation	Formateurs	Dates		Résultats
					H	F			Début	Fin	
1	Le mécanisme d'établissement des contrats fonciers	- familiariser les participants (cadres des services déconcentrés, responsables des collectivités locales, les membres des groupements et les villageois) sur les mécanismes d'établissement des contrats fonciers (définition, importance et procédures d'élaboration)	Balaya	Cadres des services déconcentrés, responsables des collectivités locales, les membres des groupements et les villageois.	40	03	PEGRN	- Julie Fisher - M. Saliou Diallo	23-02-00	24-02-00	- Les résultats de l'atelier ont été atteints. - évaluation : atelier réussi, 13 accords d'établissement de contrats fonciers.
2	Le mécanisme d'établissement des contrats fonciers	- familiariser les animateurs des ONG partenaires du PEGRN sur les mécanismes d'établissement des contrats fonciers (définition, importance et procédures d'élaboration)	Guéckédou	Animateurs des ONG partenaires au PEGRN	06	00		- Julie Fisher	24-05-00	25-05-00	- Doter les animateurs des ONG partenaires au PEGRN des connaissances sur les mécanismes
3	Le mécanisme d'établissement des contrats fonciers	- familiariser les participants (cadres des services déconcentrés, responsables des collectivités locales, les membres des groupements et les villageois) sur les mécanismes d'établissement des contrats fonciers (définition, importance et procédures d'élaboration)	CRD Guendembou	Cadres des services déconcentrés, responsables des collectivités locales, les membres des groupements et les villageois de la CRD de Guendembou	65	10		- Dr. Julie Fisher - Damas Tonguino - François Délamou - Adrien Becho	04-07-00	05-07-00	- Les résultats ont été atteints. Forte participation des cadres des services déconcentrés, des responsables des collectivités locales, des membres des groupements et les villageois de la CRD de Guendembou.

4	Formation en Informatique	- Renforcement des connaissances du personnel des bureaux Winrock/Labé en informatique	Labé	Personnel du bureau de Winrock /Labé	04	02	Formateur indépendant	M.Oury P. Diallo	19-06-00	15-07-00	- attente : Faire acquérir au personnel du bureau de nouvelles connaissances en informatique (certains logiciels etc) dans le cadre de la bonne marche des activités du PEGRN. - évaluation : cette formation a permis au personnel de bureau de se familiariser davantage à l'ordinateur et d'acquérir de nouvelles connaissances.
5	Techniques d'animation pour l'émergence et l'organisation villageoise	Familiariser les participants aux techniques d'animation pour l'émergence et l'organisation villageoise	Labé	Animateurs des ONG partenaires du PEGRN	13	0	PEGRN	- Julie Fisher - Mamadou Saliou Diallo	02-05-00	06-05-00	- Attente : Doter les animateurs des ONG des techniques d'animation sur l'émergence et l'organisation villageoise. Les résultats ont été atteints
6	Formation en Informatique	- Renforcement des connaissances du personnel du bureau de Conakry en informatique	Conakry	Personnel du bureau de Winrock /Conakry	03	01	Formateur indépendant	Mamadou Oury P. Diallo	16-07-00	29-07-00	
7	Exploitation forestière avec la méthode améliorée	- Faire acquérir aux scieurs les techniques d'abattage, de coupe et de sciage de billes	Labé	Menuisiers, ébénistes	6	0	Formateur indépendant	Mamadou Kissima Dramé	19-04-00	28-04-00	Attente : Former les scieurs du village ou zone sur les techniques d'abattage, de coupe et de sciage de billes. Evaluation ; Formation réussie selon les participants.
8	Mobilisation des membres de l'organisation Comité forêt	- Maîtrise des rôles et responsabilités des membres des comités forêt - Découverte du concept cogestion - Jeter les bases d'une organisation viable	Souguéta Kolenté	Comité forêt	17	5	Winrock Labé	- J. Fischer M.Saliou Diallo	1-06-00	03-06-00	- Attente : Mise en place de viable organisation villageoise en vue de la cogestion de la forêt classée de Souti-Yanfou Evaluation Formation réussie, forte participation des paysans, 22 présents sur 24 invités.
9	Mobilisation des membres de l'organisation Comité forêt	- Maîtrise des rôles et responsabilités des membres des comités forêt - Découverte du concept cogestion - Jeter les bases d'une organisation viable	Bakoun (Lafabubè )	Comité forêt du groupe 1	9	2	Winrock Labé	-J. Fischer - M. Saliou Diallo	5-07-00	7-07-00	Attente : Mise en place d'organisation villageoise viable en vue de la cogestion de la forêt classée de Bakoun Evaluation : Formation réussie, forte participation des paysans.

10	Mobilisation des membres de l'organisation Comité forêt	des membres du	- Maîtrise des rôles et responsabilités des membres des comités forêt - Découverte du concept cogestion - Jeter les bases d'une organisation viable	Doukita	Comité forêt du groupe II	9	2	Winrock Labé	--J. Fischer - M. Saliou Diallo	2-08-00	4-08-00	Attente : Mise en place d'organisation villageoise viable en vue de la cogestion de la forêt classée de Bakoun Evaluation : Formation réussie, forte participation des paysans. 11 invités /11
11	Mobilisation des membres de l'organisation Comité forêt	des membres du	- Maîtrise des rôles et responsabilités des membres des comités forêt - Découverte du concept cogestion - Jeter les bases d'une organisation viable	Sobori	Comité forêt du groupe III	7	2	Winrock Labé	--J. Fischer - M. Saliou Diallo	29-07-00	31-07-00	Attente : Mise en place d'organisation villageoise viable en vue de la cogestion de la forêt classée de Bakoun Evaluation : Formation réussie, forte participation des paysans. 11 invités /11
TOTAL												

Lien avec : Résultats Intermédiaire : RI 4

Objectif Stratégique : SO1

Résultat des Performances : Etablissement d'un environnement politique favorable

**PROJET ELARGI DE GESTION DES RESSOURCES NATURELLES (PEGRN)  
EXPANDED NATURAL RESOURCE MANAGEMENT ACTIVITY  
Winrock International-VITA-Land O'Lakes-FICA-PRIDE/Formation  
USAID-DNEF**

**RAPPORT DE PROGRAMME DE FORMATION (HEPA)**

No	Thèmes	Objectifs	Localité	Cible	Nombre de participants		Institution de formation	Formateurs	Dates		Résultats
					H	F			Début	Fin	
1	Suivi et évaluation pour les partenaires de HEPA	- Définir et clarifier les termes variés qui sont utilisés dans le domaine de suivi et évaluation. - Instruire les représentants des ONG sur l'usage des outils de suivi et évaluation - Aider les ONG dans la préparation de leurs plans d'évaluation finaux.	Guéckédou	Partenaires du programme HEPA	10	1	PEGRN-Guéckédou	Eddie Keturakis	10-07-00	10-07-00	- attente : Renforcement des capacités institutionnelles des ONG - Création d'un plan d'évaluation finale pour les sous-contrats de HEPA. Les résultats sont partiellement atteints. - évaluation : La soumission des fiches préparatoires pour les plans d'évaluation a montré que pas mal de connaissance était transférée.
2	Préparation des documents de proposition	- Aider les ONG locales à la préparation des documents de proposition conformément aux standards de l'USAID et Winrock International. - Faciliter aux ONG la conception des projets qui peuvent atteindre les objectifs de Winrock-HEPA	Guéckédou	ONG partenaires du HEPA	10	1	PEGRN-Guéckédou	Eddie Keturakis	26-02-00	28-02-00	- attente : Renforcement des capacités institutionnelles des ONG - Création des documents de proposition fin prêt pour soumission à Winrock-HEPA - Lancement des activités du HEPA avec l'offre des sous-contrats avec ces ONGs. Les résultats sont partiellement atteints. - Evaluation : Toutes les 7 ONG ont soumis un document de proposition. Cinq ont reçu le financement pour leur projet.

## RAPPORT DE PROGRAMME DE FORMATION HEPA (suite)

No	Thèmes	Objectifs	Localité	Cible	Nombre de participants		Institution de formation	Formateurs	Dates		Résultats
					H	F			Début	Fin	
3	Technologie d'usage et conditionnement de bois post-récolte	- Promouvoir une utilisation efficace et rationnelle du bois parmi tous les éléments de cette filière. - Réunir les éléments de la filière du bois pour qu'ils puissent savoir les problèmes, contraintes et solutions possibles dans la fourniture et transformation de bois à la longue de la «chaîne de transformation».	N°Zérékoré	Menuisiers, vendeurs de bois, bûcherons	21	0	Bureau Régional de FICA N°Zérékoré	David Patterson	7-08-00	7-08-00	Attente : Une connaissance de la valeur de bois à l'intérieur et à l'extérieur du pays. Une connaissance augmentée dans les caractéristiques de bois qui rend le travail des participants plus efficace. Les résultats ont été partiellement atteints.
4	Technologie d'usage et conditionnement de bois post-récolte	- Promouvoir une utilisation efficace et rationnelle du bois parmi tous les éléments de cette filière. - Réunir les éléments de la filière du bois pour qu'ils puissent savoir les problèmes, contraintes et solutions possibles dans la fourniture et transformation de bois à la longue de la «chaîne de transformation».	Guéckédou	Agents des ONG et GOG	9	0	Bureau Régional VITA-Guéckédou	David Patterson	09-08-00	09-08-00	Attente : Une connaissance de la valeur de bois à l'intérieur et à l'extérieur du pays. Une connaissance augmentée dans les caractéristiques de bois qui rend le travail des participants plus efficace. Les résultats ont été partiellement atteints.
5	Technologie d'usage et conditionnement de bois post-récolte	- Promouvoir une utilisation efficace et rationnelle du bois parmi tous les éléments de cette filière. - Réunir les éléments de la filière du bois pour qu'ils puissent savoir les problèmes, contraintes et solutions possibles dans la fourniture et transformation de bois à la longue de la «chaîne de transformation».	N°Zérékoré	Menuisiers, vendeurs de bois, bûcherons et agents des ONG et GOG	44	1	Salle de Conférence Préfectorale de Kissidougou	David Patterson	10-08-00	10-08-00	Attente : Une connaissance de la valeur de bois à l'intérieur et à l'extérieur du pays. Une connaissance augmentée dans les caractéristiques de bois qui rend le travail des participants plus efficace. Les résultats ont été partiellement atteints.

## RAPPORT DE PROGRAMME DE FORMATION HEPA (suite)

No	Thèmes	Objectifs	Localité	Cible	Nombre de participants		Institution de formation	Formateurs	Dates		Résultats
					H	F			Début	Fin	
6	Formation des formateurs et vulgarisateurs dans la technologie et conditionnement de bois post-récolte.	- Former les agents de vulgarisation (ONG et GOG) dans la science de bois. - Réunir les éléments de la filière du bois pour qu'ils puissent savoir les problèmes, contraintes et solutions possibles dans la fourniture et transformation de bois à la longue de la «chaîne de transformation».	Kissidougou	Agents des ONG et GOG	44	1	Salle de Conférence Préfectorale de Kissidougou	David Patterson	10-08-00	11-08-00	Attente : Fournir aux agents de vulgarisation un cadre de conseil qui peut être transféré aux différents éléments de la filière du bois pour en fin améliorer leur utilisation de bois.
7	Vulgarisation domaine agricole	- Améliorer le système de commerce et l'organisation interne des trois (3) groupements de Nérédou		Groupements	15	25	HEPA	Michel Koévogui	15-07-00	16-07-00	Attente : Aider les paysans à améliorer le système de commercialisation et l'organisation interne. Evaluation : Avant la formation, les 10% avaient peu d'expérience. Après la formation 90% acquièrent de l'expérience.
8	Vulgarisation domaine agricole	- Améliorer le système de commerce et l'organisation interne des 8 groupements de Kassanka		8 Groupements de Kassanka	40	50	HEPA	Michel Koévogui	05-07-00	06-07-00	Attente : Amélioration du système de commercialisation et l'organisation interne de 8 groupements de Kassanka  Evaluation : Avant le contrat les 20% avaient l'expérience. Après le contrat les 90% avaient l'expérience
9	Vulgarisation domaine agricole	-Rendre opérationnels les 13 groupements à fin qu'ils soient capables de mieux gérer leurs entreprises.	District Kassanta	4 représentants par groupement (13 Groupements)	32	20	HEPA	Michel Koévogui	30-04-00	04-05-00	Attente : Aider les paysans à réduire le taux de mortalité causée par la sous alimentation

10	Vulgarisation domaine agricole	- Améliorer le système de commercialisation et l'organisation interne des deux (2) groupements de .....		Groupements Kpogolai et Bêque Koyo	15	20	HEPA	Michel Koévogui	10-07-00	11-07-00	Attente : - Améliorer le système de commercialisation et l'organisation interne.  Evaluation : Avant la formation, 30% avaient l'expérience. Après la formation, 60% acquièrent de l'expérience.
11	Gestion des banques de céréales	- Transférer les compétences aux ONG Nationales à fin qu'elles puissent appuyer les groupements à la gestion d'une banque de céréales		ONG : IBGRN, CAPG et GUIPE	12	0	Consultant	Abdoulaye Bella Diallo	11-09-00	21-09-00	
	TOTAL										

Lien avec :

Résultat Intermédiaire :

Objectif stratégique : SO-1 (NRM)

Résultat des performances

## RAPPORT SYNTHÈSE PAR RI

No	Thèmes	Nombre de Participants		TOTAL
		Hommes	Femmes	
<b>I</b>	<b>RESULTAT INTERMEDIAIRE 1 (RI-1)</b>			
1	Démarche méthodologique d'élaboration des PEGRN	22	00	22
2	Techniques de récolte du miel	50	00	50
3	Atelier de mise en commun	442	95	537
4	Diagnostic villageois	33	15	48
	<b>TOTAL RI-1</b>	<b>547</b>	<b>110</b>	<b>657</b>
<b>II</b>	<b>RESULTAT INTERMEDIAIRE 2 (RI-2)</b>			
1	Variétés améliorées et analyses de rendements	35	00	35
2	Description des pratiques de GRN et les pratiques culturales contrôlant l'enherbement	166	00	166
	<b>TOTAL RI-2</b>	<b>201</b>	<b>00</b>	<b>166</b>
<b>III</b>	<b>RESULTAT INTERMEDIAIRE 3 (RI-3)</b>			
1	Atelier sur la bonne gouvernance des ONG	9	1	10
2	Les indicateurs de performance des institutions de microfinance (IMP)	16	0	16
3	Informatique et internet (traitement de texte et de tableur) pour agents de bureau de VITA, individus, agents des ONG et des projets	11	15	26
4	Comptabilité simplifiée en PULAR	23	2	25
5	Esprit d'entreprise (en français, poular et soussou)	200	91	291
6	Plan d'affaires (miniplans)	224	92	316
7	Marketing en français et poular (Kindia, Labé)	53	21	74
8	Technologie appropriée en teinture	2	57	59
9	Technologie en saponification	0	14	14
10	Création d'entreprises (en français)	22	1	23
11	Service client	9	2	11
12	Elaboration des offres et propositions de service en français	19	3	22
13	Formation initiale des caissiers aux procédures comptables	15	0	15
14	Formation technique sur les meilleures pratiques de micro-finance en milieu rural	6	1	7
	<b>TOTAL RI-3</b>	<b>609</b>	<b>300</b>	<b>909</b>
<b>IV</b>	<b>RESULTAT INTERMEDIAIRE 4 (RI-4)</b>			
1	Le mécanisme d'établissement des contrats fonciers	111	13	124
2	Techniques d'animation pour l'émergence et l'organisation villageoise	13	00	13
3	Formation en informatique	07	03	10
4	Exploitation forestière avec la méthode améliorée	06	0	6
5	Mobilisation des membres de l'organisation du comité forêt	42	11	53
	<b>TOTAL RI-4</b>	<b>179</b>	<b>27</b>	<b>206</b>
	<b>TOTAL GENERAL DES RESULTATS INTERMEDIAIRES</b>	<b>1.536</b>	<b>437</b>	<b>1.973</b>

No	Thèmes	Nombre de Participants		TOTAL
		Hommes	Femmes	
1	Préparation des documents de proposition	10	1	11
2	Suivi et évaluation pour les partenaires de HEPA	10	1	11
3	Technologie d'usage et conditionnement de bois post-récolte (information aux paysans)	44	1	45
4	Formation des formateurs et vulgarisateurs dans la technologie d'usage et conditionnement de bois post-récolte	44	1	45
5	Technologie d'usage et conditionnement de bois post-récolte	9	0	09
6	Technologie d'usage et conditionnement de bois poste-récolte	21	0	21
7	Vulgarisation dans le domaine agricole	102	115	217
8	Gestion des banques de céréales	12	00	12
	<b>TOTAL HEPA</b>	<b>252</b>	<b>119</b>	<b>371</b>

No	Thèmes	Nombre de Participants		TOTAL
		Hommes	Femmes	
1	Formation en Commercialisation/marketing (Labé)	19	7	26
2	Techniques de Communication et de vulgarisation agricole	91 ?	-	91
3	Bois d'oeuvre	138 ?	-	138
	<b>TOTAL FICA</b>	<b>248</b>	<b>7</b>	<b>255</b>

		MEN	WOMEN	TOTAL
	<b>TOTAL ALL TRAINING ACTIVITIES</b>	<b>2,036</b>	<b>563</b>	<b>2,599</b>