

PD-ABT-774



# Winrock International

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## **QUARTERLY PERFORMANCE REPORT**

for the

## **Expanded Natural Resource Management Project**

for the period of

**January 1 – March 31, 2001**

Submitted to USAID  
under  
Award Number

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## **I. Overview**

### **1. Background**

The Expanded Natural Resource Management Activity (ENRMA)<sup>1</sup> began in September 1999 under the terms of a Cooperative Agreement signed between USAID and the Winrock International Institute for Agricultural Development<sup>2</sup>. The ENRMA is funded for five years.

Three sub-contractors are also involved in the implementation of the activity: Volunteers In Technical Assistance (VITA), Land O'Lakes Inc., and the Agence pour la Commercialisation Agricole (ACA). VITA also has a sub-contract with Pride/Formation, a local NGO specializing in training activities related to small-business development.

The purpose of the ENRMA is to substantially contribute to the achievement of AID's Strategic Objective No. 1, defined as:

**Increased use of sustainable natural resource management practices.**

### **2. Expected Results**

The ENRMA has four Intermediate Results (IR) that are to be attained by the year 2004. These are:

- IR-1: Natural resource management planning skills acquired and applied by community-based organizations,**
- IR-2: Productivity of farms in activity zones increased,**
- IR-3: Micro- and small-enterprise activities increased,**
- IR-4: Favorable policy environment established.**

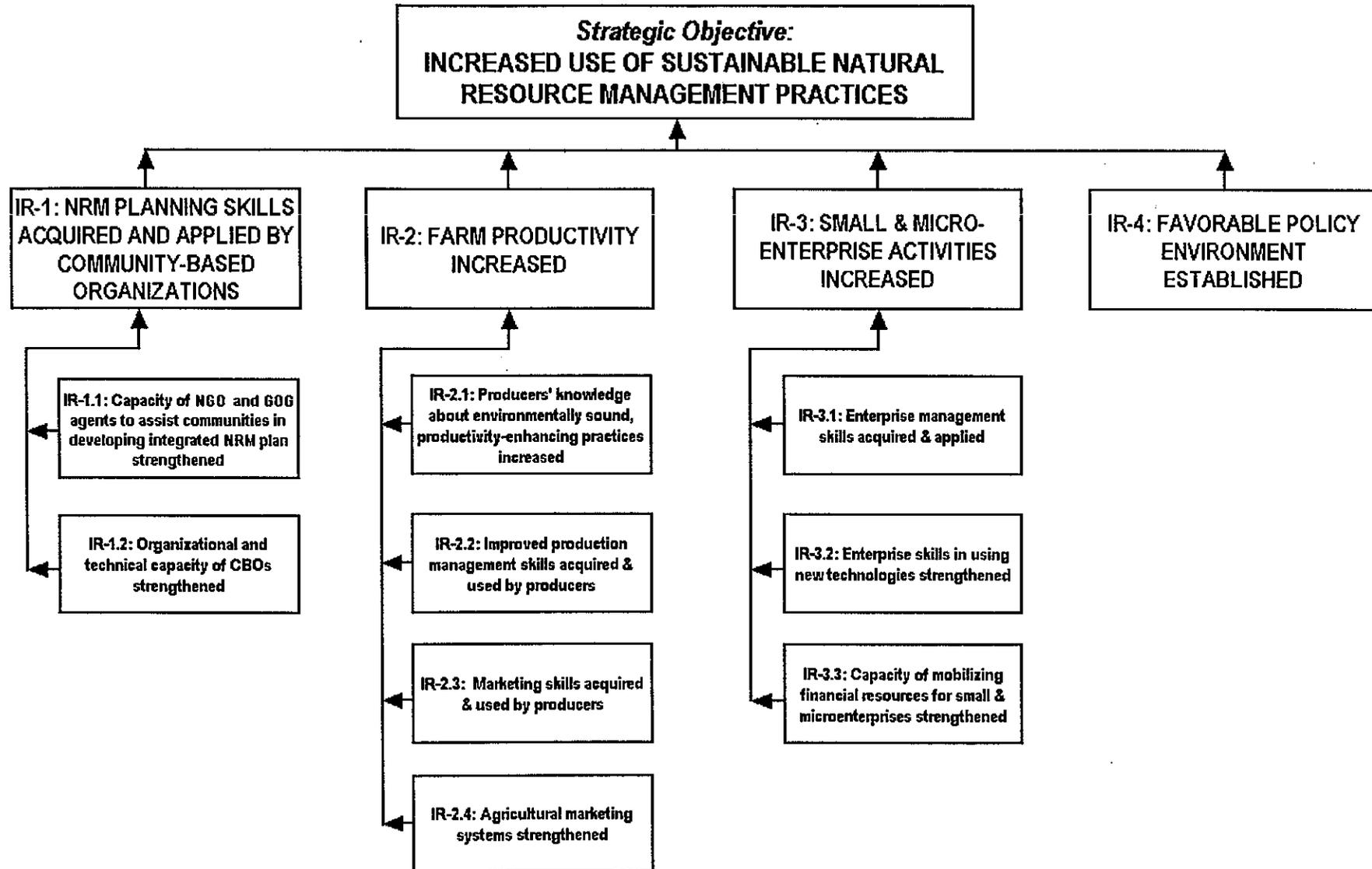
The Results Framework for USAID's NRM Strategic Objective (SO1) showing all the associated Intermediate Results is presented in the overleaf. The ENRM Project operates within this framework and contributes to all the intermediate and sub-intermediate results shown in the framework.

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<sup>1</sup> In French, the ENRMA is called the Projet Elargi de Gestion des Ressources Naturelles, or PEGRN.

<sup>2</sup> Award number 675-A-00-99-00222-00 is effective from September 17, 1999, to September 16, 2004.

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



### **3. Current Core Activities**

Each Intermediate Result has an associated program of activities, the implementation of which is intended to achieve the IR within the timeframe of the project. Activities currently underway in the three prefectures in the Fouta region are summarized in the sections that follow. Each Intermediate Result is discussed in turn.

## **II. IR-1: Natural Resource Management Planning Skills Acquired and Applied by Community-Based Organizations**

### **1. Introduction**

This quarter was focused on the improvement and refinement of NRM plans developed for Labé's three prefectures. Several workshops for enhancing and harmonizing planning process capacities have been held. During this quarter, all of the recommendations from these workshops were taken into account. A model plan is being finalized in the village of Dow Banga, in the district of Balaya within the Lélouma prefecture.

The activities of this quarter can be summarized by the following:

- Giving improved stove demonstrations,
- Developing methods of battling against termites,
- Undertaking NRM plans in terms of putting in place forestry nurseries and compostiers,
- Giving support to NRM committees in developing rules, regulations, and management tools,
- Developing new management plans and conducting community training in Tougué, Lélouma, and Kindia,
- Setting up collaboration workshops with partner NGO's in order to define ENRMA intervention strategies and to develop guides for extension agents.

### **2. Activities Development**

#### **2.1 Natural Resource Management Plan Development Process**

This quarter was focused on improving the natural resource management plans previously developed in Labé's three prefectures. To this end, a collaboration workshop was held for all agents responsible for IR-1, from January 17 to 19 in Labé. This workshop addressed the strengths and weaknesses of the NRM plan development process, and there was an opportunity for participants to make recommendations regarding the form and content of the plans, as well as regarding the steps of implementation. A report of the workshop and a hard copy of an NRM plan have been submitted to each of the component groups responsible for taking into consideration their comments and suggestions.

At this time, a model NRM plan (content and logical framework) is available.. The status of the NRM plans under development or improvement is indicated in the table below.

PREF.	CRD/CU	DISTRICTS	SECTORS	PLAN ON COURSE	IMPROVED PLANS
LELOUMA	Lélouma	Diala	Diala Kadjé		Yes
		Djinkan	Djinkan center		Yes
		Petel	Kollangui		Yes
			Kanssangui	Yes	
			Missidé	Yes	
	Balaya	Balaya center	Balaya center		Yes
		Balaya center	Dow Banga	Yes	
		Djidala	Wongori		Yes
		Balaya center	Madina sabèrè	Yes	
		Horé Dioli	Horé Dioli center		Yes
Djidala		Djidala center		Yes	
KINDIA	Sougnéta	Sougueta center	Falloulaye		Yes
		Taffory	Simminiya	Yes	
			Tonota		Yes
			Sangaréya		Yes
			Koumbéya		Yes
		Sangoya	Sangoya center		Yes
		Kouyéya	Kouyéya center	Yes	
	Djanfou	Konkouyéya		Yes	
	Linsan	Linsan 1		Yes	
	Kolenté	Kolenté center	Kolenté center	Yes	
Siguiton		Siguiton center		Yes	
Wolia		Wolia center	Yes		
TOUGUE	Tougoué	Ballama	Ballama center		Yes
			Ley sèèrè		Yes
		Soumpoura	Soumpoura center		Yes
			Tyoupiya		Yes
			Djidata	Yes	
		Pandié Fello	Pandié fello center		Yes
	Tougoué 1	N'Diré		Yes	
	Bolé	Bolé Kègna	Yes		
	Koin	Kaffa	Kaffa 2		Yes
			Salouma	Yes	
Siguira		Siguira missidé		Yes	
		Tyankoye	Yes		

During the September 2000 reporting period, 26 plans were developed between the Fouta and the Forest region. The above table does not include 13 plans that were developed in the Forest region. It only shows the 35 plans developed in the Fouta region, that is to say 13 draft plans plus 11 new plans that are under improvement. From September to March 11, plans have been developed according to the new model that was finalized during the April 2001 workshop.

## 2.2 NRM Plans Development and Implementation

Plans that were implemented during this quarter include activities regarding market gardening as well as other sustainable NRM practices (installation of forestry nurseries, demonstrations of improved stoves, and the on-going, traditional battle against termites). The table below summarizes all activities implemented in terms of techniques and demonstrations.

CRD/ CU	SECTORS	Installation of Nurseries	Improved Stoves	Compost Techniques	Battle against Termites	People Trained	
						H	F
Lélouma	Diala Kadjé	Yes			Yes	4	5
	Djinkan center	Yes	Yes		Yes	6	7
	Kollangui	Yes	Yes		Yes	15	20
	Kanssangui	Yes	Yes			15	15
	Diala Missidé		Yes			1	1
Balaya	Balaya center		Yes		Yes	5	14
	Dow Banga	Yes				8	4
	Wongori	Yes	Yes			2	20
	Horé Dioli center	Yes	Yes			7	4
	Djidala center	Yes	Yes			4	7
Sougueta	Tafory		Yes			9	10
	Kandéya		Yes			13	9
	Konkouyéya		Yes			9	5
	Tonota		Yes			8	5
	Linsan 1		Yes			0	9
	Linsan 2		Yes			3	10
	Linsan 3		Yes			4	7
Tougué	Ballama center	Yes	Yes	Yes		30	42
	Ley sèèrè		Yes			20	31
	Soumpoura center	Yes	Yes	Yes		32	32
	Tyoupiya		Yes	Yes		24	102
	N'Diré	Yes	Yes	Yes		42	52
	Missira	Yes		Yes		28	22
	Guèmma	Yes	Yes	Yes		40	42
	Koutifou			Yes		36	41
	Néréboun			Yes		13	17
	Djakabhé			Yes		9	12
	Damby		Yes			12	26
	Kensouma		Yes			8	6
Kouré Telly		Yes			20	41	

In management training and implementation, a total of 1,045 people, (618 women and 427 men) were trained, often through the use of demonstrations.

Village management committees that have gone through the plans implementation process gave them support in defining their statutes and internal regulations.

Within three prefectures, 14 plans of 24 under improvement have been implemented to date, of which six are in Lélouma, six in Tougué, and two in Kindia. Most of the management committees are responsible for granting agricultural credit during the market gardening campaign that is underway. The acceptability criteria of the plans have been developed and must be improved and mutually accepted by the ENRMA and the DNEF.

### 2.3 Reinforcement of Community Organizations

In order to implement NRM plans, many farmer leaders have received training in participative planning. In addition to these trainings, several management committees were supported in implementing their internal regulations and statutes. To date, management committees have been developed and internal regulations and statutes have been written for 14 management plans of 23 under improvement. For the market gardening campaign underway, the management committees are following their production action plan and have distributed seeds received on agricultural credit, and will settle their accounts at the end of the campaign.

During this reporting period, an information and restitution workshop was held in Tougué. There were 61 farmers who came from 22 villages (including those of the former project). Representatives from the DNEF and SNPRV also participated.

#### **2.4 Technical Support**

The collaboration workshop was held on January 17-19, 2001. Its objective was to strengthen NGO agents' capacities in terms of participative planning and in terms of implementing NRM plans. All ENRMA agents responsible for the Intermediate Results were present, as well as the technical supervisors, the technical assistants, and representatives from USAID.

At the senior staff level, a meeting was held to collaborate and to discuss the content of the logical structure of the model NRM plan. A series of missions were carried out in Tougué, Lélouma, and Kindia in order to familiarize NGO field agents with the new participative step planning tools, in working toward the implementation of a model NRM plan in a village. Following these missions, a model was finalized; it was presented to NGOs during a workshop held in Labé on March 27-29, 2001.

In addition, the objective of the workshop was to harmonize the vision and set up a basis for reflection for the implementation of the ENRMA extension agent guide. NGO agents who will be located near the classified forests have finalized the implementation with the agents initially based in the three prefectures. They will be based in the near future in Linsan Saran, Bakoun, and Souguéta.

#### **3. Conclusion**

The main activity that was realized was the development of the NRM plans. These plans are still undergoing improvement in order to include roles, responsibilities, and costs. We hope that the planned review of the developed plans will not be an obstacle to their implementation, as the actions are not difficult to carry out and as they reflect the aspirations of the concerned localities themselves.

**MARCH 2001 INDICATORS SUMMARY (New Indicators Proposed by Winrock)**

No.	Indicator	Cumul to Attain by March 01	Total Attained By Sept. 00	Total Attained By Dec. 00	Quarterly Progress Jan. – March	Grand Total	Observations
03 RI-1	Number of NRM plans developed with success by communities	0	0	10	0	10	
04 RI-1.1	Number of prepared NRM plans, judged acceptable, with assistance of NGO and GOG agents	26	26*	11***	11	48	
05 RI-1.2	Number of functional village and/or inter-village organizations	0	0	10	0	10	
06	Number of NGOs and GOG agents who participated in pre-defined capacity-improvement programs	26	0	101	10	111	10 agents for the collaboration workshop
07	Number of pre-defined demonstrations and capacity-improvement programs undertaken with rural communities	386	284**	74****	60	418	The 60 demonstrations are contained in above table

\* 6 plans in Tougué, 5 in Lélouma, 2 in Kindia (from the Labé antenna) and 5 in Guéckédou, 4 in Kissidougou, 4 in Macenta not received (from the Guéckédou antenna)

\*\* 55 demonstration programs and 27 planned workshop for NRMC reinforcement for RI-1, 167 RI-2 demonstrations and 35 of HEPA

\*\*\* 5 plans in Tougué, 3 in Lélouma and 3 in Kindia

\*\*\*\* 57 demonstrations, 15 planned workshops for NRMCs reinforcement, 2 mutual workshops with NGOs by RI-1 and RI-2

**Note:** A total of 48 plans were elaborated and distributed amongst the 3 antennas (12 in Tougué, 11 in Lélouma, 12 in Kindia, 5 in Guéckédou, 4 in Kissidougou, and 4 in Macenta). The Forest plans (13) were not modified after the September period due to security reasons.

### **III. IR 2: Productivity of Farms in Activity Zones Increased**

#### **1. Production**

##### **1.1 Introduction**

Intermediate Result 2 includes four sub-intermediate results, of which two are related to agricultural production and two to marketing and commercialization. The Sub-Intermediate Results specific to the agricultural production are specified as Sub-IR 2.1 and Sub-IR 2.2. In the context of Sub-IR 2.1 the following activities were carried out:

1. Training, both formal and informal, of leading farmers and members of Economic Interest Groups,
2. Establishing demonstration plots and organizing field visits and exchanges for farmers.

As far as Sub-IR 2.2 is concerned, the main activity consisted of creating an extension network providing training to individual farmers on production practices.

##### **1.2 Sub-IR 2.1: Producers' Knowledge of Environmentally-Sound, Productivity-Enhancing Practices Increased**

###### **A. ACTIVITIES**

###### **A.1 Training of Producers in NRM Practices**

During this first quarter the six extension agents of the three contracting NGOs performed a series of training sessions that addressed the three main practices that go along with vegetable production, i.e., manure application, compost production, and cropping techniques of onions. The summary of the content of the different training sessions is as follows:

###### **Manure**

###### **1) Types**

- Manure,
- Droppings

###### **2) Quantity to be applied in nurseries and production plots when transplanting**

- 15kg to be applied on five square meters of nursery; this corresponds to 30 tons per hectare;
- Mix the manure with the soil

###### **Compost Production**

- Size of the pit,
- Dry matter (straw, ash, and manure) and the layers,
- Watering of the pit (quantity and frequency)

###### **Cropping Techniques of Vegetables (Onions in Particular)**

###### **1) Seeding**

- Period of seeding: November to January,
- Nursery: 20g of grains corresponding to a full soup spoon in volume to plant 80 square meters,
- Age of plants in nursery: 40 to 55 days

## 2) Transplanting

- Period: December to March,
- Spacing: 20cm between rows and 15 cm within rows

## 3) Maintenance

- Weeding: Regular weeding because the foliage of onion covers the soil,
- Watering: Daily watering. Stop watering when one-third of the leaves bend

## 4) Cycle

- Violet de Galmi: 120 to 150 days,
- Red Creole: 150 days,
- Texas Grano-early: 120 to 150 days

### A.2 Planning and Implementation of On-Farm Demonstrations

The trials conducted by farmers are essential for a cost-effective evaluation of the performance and acceptability of different technologies. The approach is based on the simple principle that farmers and technicians should work together to find solutions to problems identified together. In this approach, the trials are a key teaching-and-learning tool that does not require that the farmer be either educated or literate. They also provide opportunities for project technical staff and collaborating NGOs to appreciate the effectiveness of the recommendations made for the different agricultural conditions and for "farmer domains." A case study on how the technical recommendations provided by extension agents to farmers have been applied is presented below using data collected in Tougué.

#### Technical and Economical Recommendations

The recommendation provided during training was to transplant seedlings 40 to 55 days after seeding. The data collected from 22 demonstration plots established in the training sites of the Community-Based Organizations (CBOs) are included in Tables 1 and 2.

Seeding must be done as early as possible because of the following reasons:

- For off-season and cash-crop activity, the earlier the vegetables are planted, the more the producer can expect to earn due to the scarcity of the product in the market;
- Late plantings can create overlapping of off-season vegetable production with food crops of the rainy season;
- Harvesting before the rainy season is agronomically recommended to avoid natural watering of matured plots.

**TABLE 1: DATE OF SEEDING OF NURSERIES**

GROUP	INTERVAL OF SEEDING	DEVIATION from GROUP I (in Days)	SECTORS
I	19-11-2000 to 29-11-2000	0	Kouretely, Pendie Ley, Tioupia, Soumpoura Guemma, Missira, Nereboun, Oulenko, Ndire Pendie, Bohie, Pendie Fello
II	30-11-2000 to 9-12-2000	10	None
III	10-12-2000 to 19-2-2000	20	Soloma, N'dantary, Tolou, Sibikoto, Ley Seere, Ganfata, Parawol, Ndire
IV	20-12-2000 to 29-12-2000	30	Damby, Ballama, Kensouma

Any of the following factors can explain the delay that ranges from three weeks for Group III to one month for Group IV in the planting of the nurseries:

- Time taken to elaborate to informal farmer associations the Statutes and Regulations before they accept the credit provided by VITA,
- Time of seed delivery to CBOs linked to transportation facilities of seeds provided from Senegal or to any negotiation with farmers associations for "after production selling contract"

### Age of Plantings at Transplanting

According to the technical recommendations made during the training sessions, seedlings have to be transplanted between 40 to 55 days for three varieties of onions.

**TABLE 2**

GROUP	AGE OF SEEDLINGS	SECTORS
I	45 days at the latest	0
II	46 to 55 days	Kouretely, Tioupia, Guemona, Missira, Sibikoto, Damby, Nereboun, Ndire Pandie, Bohie, Pandie Fello, Ballama, Parawol, Kensouma.
III	56 to 65 days	Pendie Ley, Soloma, Ndantary, Tolou, Ley Seere, Ganfata, Ndire
IV	More than 65 days	Soumpoura, Oulenko

The recommendations on the age of seedlings have been carried out by 13 CBOs out of 22.

Despite a delay of 30 days in the seeding of the nurseries of Group IV compared to Group I, in Table 1, the CBOs of Damby, Ballama, and Kensouma performed well in transplanting on time. The sectors of Soloma, Ndantary, Tolou, Ley Seere, Ganfata, and Ndire fall into Group III in both tables, and together with Soumpoura and Oulenko they account for 22.5kg of seed out of a total of 71kg. In analyzing the poor performance of these CBOs, the following need to be assessed:

1. Factors that can influence their viability (social, political, organizational),
2. Internal factors (internal dynamics, management) and some external factors (Natural resources, policies/authorities, support activities).

### **B. INDICATOR 09: Number of Producers in the Project Zone Capable of Describing at Least Two Sustainable Agricultural Practices that Improve Productivity**

Table 3 below shows the number of farmers trained in NRM practices related to vegetable cropping techniques in the ENRMA zones of intervention.

Prefecture	CRD	Number				NRM Practice		
		Men	Women	Total	% W	C***	OM*	IS*
Tougue	Commune Urbaine	210	360	570	63%		+	+
Lelouma	Commune Urbaine	26	63	89	71%	+	+	+
	Balaya	47	80	127	63%			
Kindia	Souguéta	145	177	322	55%		+	+
<b>Total</b>		<b>428</b>	<b>680</b>	<b>1108</b>	<b>61%</b>			

\*\*\* Compost, \*\* Organic Manure, \* Improved Seed Varieties

The extension agents of the contracting NGO provided the data presented in the table above. They have been given registers into which they record the number of farmers trained in NRM practices, and the data collection is managed using Access Software. As can be observed from the table, an impressive number of producers have received training in the main cultural practices related to vegetable crops. Among the trainees, female producers account for 61% of the total number, with the

greatest number in Lélouma Center, while in Souguéta, men and female farmers practice quite equitably this off-season activity.

### 1.3 Sub-IR 2.2: Improved Production Management Skills Acquired and Used by Producers

#### A. Activity: Creating a Network of Extension Agents as a Focal Point for Training of Trainers of CBOs

The agricultural component of the project is aimed at training the many farmers who organized associations so that they could master the cultural practices appropriate to the vegetable crops. The strategy used to reach a maximum number of these producers is to train extension farmers selected by their peers within the same farmer associations. These "reciprocal colleagues" make available to the rest of their groups part of their fields to be used as training sites where all the learning related to the production plan of the vegetable crops are held throughout the cycle of the crop. Members of the groups are invited to attend these training sessions. Each session is given just before the production practice is to be performed in actuality so that there is a greater probability that farmers will recall what they are taught and are able to perform the task effectively. The extension farmers are in charge of training other farmers who were not able to participate in the trainings provided at the training sites. This approach is an effective mechanism to facilitate the diffusion of knowledge related to NRM practices.

In the last column of the table in the next section, the number of extension farmers is reported by zone. On average there are two extension farmers for each farmer group in Tougué and one extension farmer for each group in Souguéta.

#### B. Indicators

02: Area of land under cultivation using sustainable agricultural practices (ha)

08: Number of producers who invest in sustainable production techniques that increase productivity

PREFECTURE	Total number of producers				Area of land under cultivation (ha)	Number of extension farmers
	Men	Women	Total	% F		
KINDIA	210	263	473	55	5,589	58 ( 27 F)
LELOUMA	118	189	307	62	N/A	
TOUGUE	221	470	691	68	17,75	21 (9 F)
<b>TOTAL</b>	<b>553</b>	<b>914</b>	<b>1467</b>	<b>62</b>		

NB: Data is still being collected in Lélouma and will be available by the end of April 2001.

As can be observed from the table, an impressive number of farmers have been involved in this main off-season cash crop activity. These producers are organized into 53 Economic Interest Groups: 22 groups in Tougué, 8 groups in Lélouma, and 22 in Kindia. The groups from Tougué and Lélouma received credit from VITA to purchase inputs, primarily seeds, with the assistance of ACA. For example, the 22 groups in Tougué received from ACA, or were able to purchase in the local market, up to 71kg of onion seeds, which give an average of 3.22kg per group—from 0.5kg for the group of Ley Seere to 9 and 10kg for the groups of Soumpoura and Kesouma, respectively, with a total of 58 producers in Soumpoura and 129 in Kesouma. Producer groups in the CRD of Souguéta (Kindia) did not receive loans from VITA because of a delay in the formal constitution of their association. They provided seeds for themselves. On the other hand, many more farmer groups received loans for seed from VITA but were not able to benefit from the technical assistance given by the extension agents.

In the third column of the table, the surface area under cultivation by producers using sustainable agricultural practices, as defined in this report in the section on training, is reported. The total amount of land under cultivation is very low even though it is a little higher than the 20 hectares that were anticipated for the off-season agricultural activities. The methodology used to estimate the surface area under cultivation by extension agents varies:

### **Kindia**

The surface area was calculated by measuring the rough area of the field where the producers of the same Economic Interest Group are farming the vegetable crops.

### **Tougué**

The surface area was estimated by taking into account the seedling density when transplanting. The recommended spacing made during the training was as follows: 20 cm between rows and 15 cm within rows. With this spacing, it is expected that 20g of onion seeds will fit into a five-square-meter nursery, and farmers will be able to transplant 80 square meters. Using this reasoning, with the 71kg of onion seeds purchased through VITA, farmers would be able to transplant 28.4ha. Based on observations, however, the spacing used by farmers is more dense and justifies the estimation of 17.75ha of surface area without any technical explanation of how a correction factor of 0.625 has been obtained.

### **Lélouma**

The estimation of the surface area is calculated for each individual producer by estimating the average surface area of two to three plots selected randomly and multiplying the mean by the total number of plots of the same farmer.

PERFORMANCE EVALUATION FOR IMMEDIATE RESULT 2 (IR-2)  
AGRICULTURAL PRODUCTION COMPONENT

NO	RESULTS	INDICATORS	Sep-00	March 2001		Sep-01	Observation
				Targeted	Achieved		
2.0sb	Productivity of farms in activity zones increased	2. Area of land under cultivation using sustainable agriculture techniques in the project zone (ha)	1,635	1655	1658.61	4,500	The estimation is based on the 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. For the maraichage season, only 20 ha was expected to be added to the September 2000 total because of the small area of land under cultivation. The provisory result from Tougue and Kindia gives a total of 23.61 ha. The September 2001 benchmark is still considered possible and retained provided that: 1) The extension agents of NGOs are able to cover a maximum amount of the sector in the different districts; 2) All the NRM practices scheduled to be performed by IR-I are accomplished; 3) All the agroforestry activities planned by DNF agents in the 3 classified forests are realized; 4) Through the collaboration with the Research Station of Bareng, some validated technologies are accessible for diffusion.
		8. Number of producers who invest in sustainable production techniques that increase productivity	1,478	2278	2945	3,000	The data represent the adoption of NRM practices: 1) In rice growing areas of the forest region as of September (1,478), 2) In vegetable cropping in Labé coordination (1467).
2.1	Producers' knowledge about environmentally sound, productivity enhancing practices increased	9. Number of producers in the project zone capable of describing at least two sustainable agricultural practices that improve productivity	1,478	2278	2586	3,000	The data for September 2000 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. During the production, 1,108 were trained in NRM practices for vegetable crops, greater than the 800 producers that were anticipated.
2.2	Improved production management skills acquired and used by producers	10. Number of producers in the project zones who implement a simple agricultural production plan	1,478	2278	2,945	3,000	All farmers using improved practices are capable of describing a simple production plan and calendar.

## 2. Commercialization

### 2.1 Land O' Lakes (LOL)

#### TIMETABLE

Activity	Percentage SOW	Actual Percentage	Indicator
Administration	20%	35%	Work plan
Marketing/FICA	30%	25%	IR-2.4
Studies	20%	25%	IR-2.1
TR @Workshops	30%	15%	IR-2.2, IR-2.3
<b>Total</b>	100 %	100%	

#### 2.1.1 Administration

During the last month of the quarter, the ENRMA and its partners devoted their time and efforts to activities geared toward reviewing the weaknesses and strengths of the project and toward planning the course of action of the work plan for the next 18 months. Winrock International orchestrated a series of activities for the month of March. Amongst these activities included a team-building workshop on March 12-14, 2001. Land O'Lake's (LOL's) representative and administrator participated in this workshop intended to address the immediate need to find corrective measures that would guarantee better communication and synergy amongst the NGO's and to jointly find ways of strengthening the COP's support systems. LOL's technical team worked in conjunction with the ENRMA's partners and USAID during the first work plan session covering the period from April 2001 to September 2002, held in Labe on March 19-23. LOL's team also participated in the first workshop with the local NGO's represented by three prefectures (Kindia, Lélouma, and Tougué) on March 28-30.

LOL's long-term Marketing and Information Specialist (MIS) was absent due to illness and short term disability from February 9 to March 12, 2001. In addition, our local MIS from Labé was out on vacation from January 22 to February 12. The entire staff, with the exception of the accountant, has completed one year with the project and will be evaluated during the next quarter in order to renew their contracts.

LOL's long-term MIS announced his departure from the project due to illness, and his last day with the project is projected to be May 31, 2001. A replacement is expected to arrive by the last week of May.

What follows are highlights of IR-2 activities under the LOL/ENRMA sub-agreement for the first quarter of 2001.

#### 2.1.2 Sub-IR 2.1: Producer Knowledge about Environmentally-Sound, Productivity-Enhancing Practices Increased

##### A. Activity 2.1.1: Conduct farm-to-market studies

- Winrock's Agricultural Production team and LOL's Marketing and Information Specialists (MIS) gathered the final data and results on the post-harvest application of Paraffin for fresh cassava. The shelf-life of cassava was extended from 2-3 days to 2 months. We expect to have two other workshops and a marketing application during the second quarter. We are currently waiting for comments from our partners in order to complete final publication.
- A new peanut study was initiated during the month of February, and data was collected in the field from February 25 to March 15. Winrock and LOL held a meeting to review the initial findings on March 26-27. The impact on soil conservation, nitrogen fixation, and the farmer's cash flow needs during idle periods of production makes this crop a viable candidate for rotation.

**B. Activity 2.1.2: Use of farm-to-market studies in NRM planning**

- Jacob Delamou, the LOL/NRM liaison expert, continues to facilitate communication between LOL staff and the various team members.

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

- During the last quarter, Winrock International sent Mrs. Johnnie Frueauff to meet with LOL and ACA staff to plan and project the needs of Farmer-to-Farmer volunteers during the next 18 months. LOL made several recommendations to help improve the communication between the volunteer programs and ACA's managing role in the program. LOL feels that if minor adjustments are made and the communication improves, the volunteer program will continue to provide substantial benefits to the ENRMA and its partners.

**2.1.3 Sub-IR 2.2: Improved Production Management Skills Acquired and Used by Producers**

**A. Activity 2.2.2: Conduct training in business planning, production, post-harvest handling, and processing**

Producer groups, distributors, and carpenters participated in regional workshops that took place over three sessions on the use of standard-sized wooden crates. The training occurred in Labé, Kindia, and Kankan from January 16 to 24. These purpose of using these crates is to strengthen capabilities of increasing the shelf-life of agriculture during transportation, to establish weight standards for agricultural products, to develop a preliminary method of grading produce at the farm level, and to reduce transportation costs. A total of 66 participants enrolled in the workshops. For more information, see ACA's report.

**B. Activity 2.2.3: Improve production management with the assistance of Farmer-to-Farmer volunteers**

**2.1.4 Sub-IR 2.3: Marketing Skills Acquired and Used by Producers in Activity Zones**

The finalization of a rental contract between Guinean exporters and PCPEA regarding the packaging of mangoes and avocados for export and for local markets was hindered by PCPEA demands for additional guarantees from the exporter and for LOL's direct contract involvement in the lease. As a result of this, the Moroccan producer, packer, exporter, and importer has delayed the visit to Guinea until the packing house is fully operational.

**A. Activity 2.3.1: Strengthen market information systems and train groups in market surveys**

LOL and ACA's personnel developed a methodology to survey a sample of farmers and distributors currently using market information products primarily broadcast by local radio stations in areas inside and outside the project. A representative sample of four hundred were selected from an active agricultural group of 260,000 growers. A Farmer-to-Farmer volunteer reviewed the methodology with our statistical expert and, after minor changes, traveled with a team from ACA to gather the data at the regional level, thus completing the second phase of the survey. The tabulation and third phase of the survey was directly handled by ACA. The initial results reveal 33,500 end-users of the information. ACA is currently reviewing the data and will publish the results during the presentation of the first 18 months scheduled for May 3-7, 2001.

**B. Activity 2.3.3: Train producer groups in post-harvest handling, grading, and transport**

A new standard label for mango, pineapple, and guava jams and honey went to the printers in January. The labels will be used to help promote conserved tropical processed foods in supermarkets, small stores, and hotels or institutional outlets. Ten thousand labels were printed and will be delivered to small processing groups of tropical fruits and honey. The distribution of labels will be coordinated with ACA and VITA. We plan to introduce the labels at a tradeshow in Kankan scheduled for the next quarter.

**2.1.5 Sub-IR 2.4: Agricultural Marketing Systems Strengthened**

**A. Activity 2.4.1: Train ACA and other producer groups in preparing and using situation analyses, outlook reports, system surveys, and market research**

Mr. Kourouma finalized a Marketing Training Module and will initiate training sessions in coordination with ACA and Pride Formation during the second quarter of 2001.

**B. Activities 2.4.4, 2.4.5, and 2.4.6: Growth strategy action plan development, implementation, and service promotion**

The first draft of ACA's Business Plan (BP) was completed on December 15, 2000. A second draft was sent to USAID for review in January. A BP review committee comprised of representatives from USAID, ENRMA's COP, Lamine Bayo acting as "facilitator" and consultant, PRIDE/Formation, ACA's BP Committee, VITA, and LOL specialists met on March 16 at ACA's headquarters. The long-awaited collaboration resulted in a series of very good recommendations. LOL estimates that an additional 30 days will be required to complete the amendments and corrections. The focus will continue to be on the development and participation of the regional offices, and for this reason ACA will need to facilitate communication amongst personnel and the arrangement of mutually-convenient times to complete the final document. ACA will schedule workshops in Kankan and Kindia to make financial projections for each individual regional office.

**2.1.6 Activities and Recommendations for the Second Quarter of 2001**

During the second quarter of 2001, LOL will accomplish the following activities and recommends the following actions involving its partners under the ENRMA:

- A recommendation is made for ACA's ENRMA coordinator to be moved to Labé on a permanent basis. The project has moved the COP and all Senior Staff to Labé, and ACA will need to follow without exception. The Business Plan emphasizes decentralization of the new NGO. We have experienced some difficulties in coordinating activities on a day-to-day basis between ACA and the rest of the project. The phone and e-mail are not reliable in Labé, and this only further aggravates communications.
- Mr. Jacob Delamou was relocated to Labé where LOL will strengthen its project support with three LOL team members.
- In December, one motorcycle from LOL was relocated to Kindia to be used by ACA's regional office on a temporary basis, and LOL expects to move the motorcycle back to Labé during the next quarter.
- LOL will participate in all three prefectures for the workplan development of activities during the last two weeks of April.
- The new marketing module will be introduced in all areas of the project, and a schedule of activities will be communicated to our partners during the month of May.
- The new MIS long-term specialist will arrive in Guinea no later than May 31, 2001.
- A series of two workshops for cassava post-harvest will be scheduled between May and June.

- The new labels for tropical fruits and honey will be distributed and new marketing distribution channels will be developed for strategic markets.
- A marketing campaign that includes a financing package for the period of May, June, and July will be finalized by Winrock's production team, ACA's farmer groups, and VITA. A revolving fund financed by VITA will be managed by ACA. We expect to market from 30-50% of onions produced within the project zones, total production estimated at 500-700 tons, with an initial storage of 200 tons ready for sale by early May.

## **2.2. Agence pour la Commercialisation Agricole (ACA)**

### **2.2.1 Indicator 2.3: Number of Producers who Use Marketing Information for Their Marketing Strategy**

#### **A. Activity 1: Design and implement a survey to assess farmers' access to market information in project zones through Rural Radio**

The main objective of this survey was to adequately assess the ability of farmers to access market information as a result of the weekly prices broadcast program. The survey questionnaire was developed by ACA staff and reviewed by a Farmer-to-Farmer volunteer, who also led the data collection and analysis operations in project zones and in other ACA satellite offices. The results showed that about 72,597 farmers, of whom 40,423 are men (55.68%) and 32,174 are women (44.32%), have access to market information through Rural Radio. Detailed results can be found in the survey report.

These results are consistent with reports from Rural Radio about their listeners of the broadcast. According to these reports, farmers find that the price broadcast is very helpful to them, especially when they are negotiating with traders on village market day.

### **2.2.2 Indicator 2.3: Value of Products Commercialized by Producers (Millions GNF)**

- Workshops on post-harvest treatment of produce were carried out in project zones and other towns with LOL. These workshops concerned the use of wooden boxes for packaging fruits and vegetables. There is now a demand for these wooden boxes.
- A study regarding onion distribution in Conakry and in other major towns has been completed. The objectives of this study were to develop markets for onion producers in project zones. About 900 tons of onion are expected from project zones.
- A storage house for onions has been identified in Tougué. This house needs repairs.
- A revolving funds project designed to facilitate cash transactions between onion producers and their future clients has been launched and will be implemented during the upcoming onion marketing operations.
- ACA rented a booth during the annual Conakry Fair, which allowed its clients to display their products.

#### **A. Activity 3: Assist farmers in the commercialization of their produce**

ACA assisted its clients in finding markets for their products in the satellite offices, including funding and facilitating their attendance in Conakry's Annual Fair. As a result, the total value of the products marketed was 480,571,331GNF.

#### **B. Activity 4: Train farmer associations**

- One training session for the development of business plans for farmer associations was carried out in the project zones with assistance from a Farmer-to-Farmer volunteer. This training was well-received by the 218 participants who attended the sessions.

- One agricultural credit training session was executed by a Farmer-to-Farmer volunteer for 53 producer associations' members in project zones.

### **2.2.3 Institutionalization of ACA**

#### **A. Activity 1: Draft ACA growth strategy business plan**

This activity was carried out with assistance from LOL staff. The first draft was reviewed by a committee during a session at ACA. Necessary corrections will be undertaken in the upcoming weeks.

#### **B. Activity 2: Get formal approval of the new organization**

Final approval was issued by the Ministry of Decentralization through SACCO, granting formal government recognition of ACA.

#### **C. Activity 3: Identify and contact future ACA steering committee members**

To date, eight members have been identified, and formal contact is under way.

#### **D. Activity 3: Revise and update employees' job descriptions**

25 job descriptions have been revised and updated.

#### **E. Activity 4: Design ACA client registration books**

Five books were designed and distributed to the satellite offices.

#### **F. Activity 5: Staff training**

ACA technical staff attended a human resources management workshop under the guidance of a Farmer-to-Farmer volunteer.

#### **G. Other Activities**

ACA was honored with the visit of a Farmer-to-Farmer recruiter and a Winrock senior associate.

## **IV. IR-3: Micro- and Small-Enterprise Activities Increased**

### **1. Summary of the IR-3 Team's Activities during the First Quarter of 2001**

This Program Performance Report covers the activities implemented by VITA and its partner PRIDE/Formation under Intermediate Result Number 3 (IR-3) of the Expanded Natural Resource Management Activity (ENRMA) during the first quarter of 2001, that is, for the period from January 1 to March 31, 2001.

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 International, 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.

Unfortunately, the first year of project implementation was not without setbacks. During the third quarter of 2000, ENRMA experienced a major programmatic setback when civil unrest and repeated rebel incursions affected the regions along the borders of Liberia and Sierra Leone. These events forced

the IR-3 Team to suspend its enterprise development activities in three of the six prefectures targeted by the ENRMA (Kissidougou, Guéckédou, and Macenta).

Despite this setback, the IR-3 Team reoriented its efforts and resources to expand its micro-enterprise development activities in the prefectures of Kindia, Lélouma, and Tougué and was able to meet or surpass all but one of its objectives and performance indicators as of March 31, 2001, as set forth in the project's first 18-month work plan.

In particular, progress was made in a number of areas during the first quarter of 2001:

### **1.1 Project Administration and Logistics**

- VITA organized an Annual Retreat in Labé from January 3, 2001, for the IR-3 team to go over the results of the first year of the project and to recognize and reward the outstanding individual performances of several members of the team.
- In an effort to improve communication and coordination between the different members of the ENRMA senior staff, Winrock International organized a Team Building Workshop in Conakry on March 12-13, 2001.
- A preliminary Planning Workshop was organized on March 19-23, 2001, to review the project's performance during the period covered by the first 18-month work plan and to initiate the development of the ENRMA Work Plan for the period of April 1, 2001, to September 30, 2002.
- An ENRMA Retreat was organized for all its field agents in Labé on March 28-30, 2001, to ensure that the field staff shared a common vision of the project's mission and implementation strategy, to improve the coordination of the project's activities in the field, to finalize and adopt the project's new Natural Resource Management Plan development process, and to develop an initial outline for a "*Guide d'Animateur du PEGRN*" for the project's field agents.

### **1.2 Sub-IR 3.1**

#### **1.2.1 Activity 3.11: Development and implementation of a business development training plan targeting micro- and small-enterprises in the activity zones**

- A training-of-trainers workshop was organized in Labé for PRIDE/Formation's agent trainers to introduce a series of improvements the local NGO has made to its existing enterprise development training modules to make them more accessible to the rural enterprises operating in the ENRMA intervention zones.
- A series of training sessions targeting rural enterprises in ENRMA's activity zones was organized in collaboration with PRIDE/Formation.

### **1.3 Sub-IR 3.2**

#### **1.3.1 Activity 3.21: Creation of three Enterprise Development Centers (CDEs)**

To facilitate the creation of the three CDEs, the management team undertook a number of activities aimed at developing services that met customer demand, developing where necessary additional staff skills to ensure customer support and satisfaction, and ensuring that potential partners and customers learned about the CDEs. These activities included:

- A local consultant was recruited to assist the IR-3 team in developing a website for the Enterprise Development Centers.
- A second local consultant was recruited to assist the IR-3 team in developing and implementing a system to manage the different publications collected for the CDE Documentation Rooms.
- The first draft of a productivity-based bonus system for the personnel of the CDEs was developed to encourage continued progress toward achieving operational viability of the Centers and to motivate the CDEs to contribute to the ENRMA's overall objectives and performance indicators.

- The CDEs participated in the International Trade Fair organized in Conakry.
- Participation of the ENRMA Enterprise Development Services Coordinator and the two CDE Directors in a “Coaching” training session.

**1.3.2 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.**

- The IR-3 Team finalized the business development services concept paper for the Apiculture Subsector and developed a detailed action plan concerning the different interventions to be implemented by the ENRMA over the next year to improve the overall performance of this subsector.
- The IR-3 Team helped finance the participation of ADAM-Gui and *Ceramiques d’Afrique’s* in the International Trade Fair to help establish market linkages for their products in the potentially-lucrative market in Conakry.
- Two appropriate technology-training sessions were organized in the prefecture of Tougué.
- The IR-3 team held discussions with GTZ 4ATA and Essor concerning the possibility of collaborating with them for the promotion of new technologies in ENRMA’s intervention zones.
- A working session was organized with representatives of CLUSA to develop a collaborative strategy to offer a series of appropriate technology training sessions in the ENRMA target zones, and two training sessions (tye-dying and soap making) targeting rural enterprises in the Kindia prefecture (in Souguéta and Kolenté) were planned and scheduled for April 9-13, 2001.

**1.4 Sub-IR 3.3**

**1.4.1 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**

- Office sites for the first eighteen *Caisses Communautaires de Croissance – C<sup>3</sup>s* – were identified, and all necessary renovations were initiated.
- The first C<sup>3</sup> Management Committees were created, a draft *Règlements Intérieurs* were developed, two cashier candidates were selected by the local communities for the *Caisses Communautaires de Croissance*, and training sessions for the members of the Management Committees and Cashiers were organized.
- Safes and administrative documents were procured for the C<sup>3</sup>s.
- *Accord de Collaborations* was signed between the project and the C<sup>3</sup>s.
- The project’s first loan fund injection was made to several C<sup>3</sup>s.
- Initial analysis was undertaken to identify the most appropriate legal form for the C<sup>3</sup>s, and the IR-3 team started developing a set of draft Bylaws for the C<sup>3</sup>s in collaboration with the project’s financial services field agents and its legal advisor.
- The IR-3 team organized a working session with the project’s financial services field agents and the Head of Finance and Administration to make revisions to the C<sup>3</sup> Accounting Procedures Manual and supporting administrative documents.
- Efforts were carried out to increase the participation of women in C<sup>3</sup> activities.

**1.4.2 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**

- A list of sites of the various micro-finance institutions operating in Guinea was prepared.

- Activities under the Pilot ENRMA Credit Program targeting the Agricultural Production and Marketing Groups/Associations supported by other ENRMA partners were intensified.

## 2. Details of the IR-3 Team's Activities during the First Quarter of 2001

The following section provides the details of the principal activities undertaken by the ENRMA IR-3 team during the first quarter of 2001:

### 2.1 Project Administration and Logistics

As with any project, especially one that operates in an environment as difficult as Guinea, the 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 International Chief-of-Party (COP), 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.

**Organization of the IR-3 Annual Team Retreat.** From January 3, 2001, VITA organized a retreat in Labé for the IR-3 team to go over the results of the first year of the project and to recognize and reward the outstanding individual performances of several team members. The IR-3 team set the following four objectives for the retreat:

- To present the results of the different activities implemented under the auspices of IR-3 as of December 31, 2000;
- To identify the difficulties faced and lessons learned by the IR-3 Team during the first year of project implementation;
- To develop the strategies needed to attain the IR-3 performance indicator targets for March 31, 2001, and September 2001;
- To recognize and reward the outstanding individual performances of several members of the IR-3 Team during the first year of the project.

**Organization of a Team-Building Workshop for the different members of the ENRMA senior staff.** In an effort to improve communication and coordination between the different members of the ENRMA senior staff, Winrock International organized a Team Building Workshop in Conakry from March 12-13, 2001. The Workshop was facilitated by Mr. Felipe Tejeda, a consultant recruited by Winrock International, who worked with the participants to develop additional team-building skills, to clarify the roles and responsibilities of the different members of the ENRMA team, to improve communications and coordination amongst the members of the ENRMA senior staff, and to develop recommendations to improve the overall management of the project.

The different project weaknesses that were identified by the participants during the workshop and the corresponding recommendations for improvement were regrouped into four main categories (Collaboration, Roles and Responsibilities, Management, and Communications) and are summarized in the table below:

## Summary of the Results of the ENRMA Team Building Workshop

<b>I. Collaboration</b>	
WEAKNESSES IDENTIFIED	RECOMMENDATIONS
Insufficient levels of synergy between the different elements of the project (at senior staff level and in the field).	Strengthen the overall level of understanding and commitment by the project's staff to ENRMA's implementation strategies and approaches. Reinforce the project's vision, develop a "Guide d'Animateur", refine the Natural Resource Management Plan development process and develop a model NRM Plan, recruit three new prefectural-level project coordinators and introduce a spatial approach to project activity planning, etc.).
Insufficient levels of collaboration and coordination amongst field agents of the local NGOs (Ballal-Guinée, UGVD, and ADEG) and their headquarters offices due to institutional capacity weaknesses.	Strengthen the institutional capacities of the local NGOs.
Insufficient levels of follow-up of the activities of the field agents provided by the headquarters offices of local NGOs.	Reinforce the presence of the headquarters office staff of local NGOs in the field.
Difficulties in collaborating with certain local authorities.	Reinforce the number of contacts with the local authorities and place an emphasis during these contacts on the importance of their support to the success of the project.
<b>II. Roles and Responsibilities</b>	
WEAKNESSES IDENTIFIED	RECOMMENDATIONS
The roles and responsibilities of Land O'Lakes and FICA under the auspices of the ENRMA are not clearly understood by the other partners of the project.	Clarify the roles and responsibilities of Land O'Lakes and FICA under the auspices of the ENRMA.
The Scopes of Work of the different representatives of the DNEF assigned to the ENRMA are not defined.	Define the Scopes of Work of the different representatives of the DNEF assigned to the ENRMA.
Insufficient coordination of the project's activities in the field and the roles and responsibilities of Winrock International's Regional Coordinators are not clearly understood by all members of the project.	Recruit three new prefectural-level project coordinators, and clarify the roles and responsibilities of Winrock International's Regional Coordinators.
<b>III. Management</b>	
WEAKNESSES IDENTIFIED	RECOMMENDATIONS
The overall level of presence of the senior project staff in the field is insufficient.	Reinforce the presence of the COP in Labé, and reinforce the overall presence of the senior project staff in the field.
The decision-making process at the management level is often too slow.	Increase the level of delegation of certain responsibilities, accompanied by regular follow-up and control.
Insufficient planning by the project's management staff.	Introduce a spatial approach to project activity planning at the prefectural level, and increase the number of contacts between the COP and the headquarters staff of local NGOs.
<b>IV. Communication</b>	
WEAKNESSES IDENTIFIED	RECOMMENDATIONS
The absence of a communication strategy for the project.	Develop and implement a communication strategy for the project.
Insufficient circulation of information between the Winrock International COP and the project's senior staff and the representatives from the DNEF.	Diversify the internal methods of project communication (e-mail, memos, etc.).
Insufficient level of communication between the project and the SO1 Team from USAID.	Improve the level of communication between the project and the SO1 Team from USAID. (Organize regular meetings between the COP and the members of the SO1 Team at USAID following their field visits; obtain more feedback from USAID concerning the project's quarterly activity reports, etc.).

The participants recommended that the different recommendations and related activities developed during the Team Building Workshop be incorporated into the new ENRMA eighteen-month work plan for the period of April 1, 2001, to September 30, 2002, to ensure their implementation.

**Organization of a preliminary planning workshop for the different members of the ENRMA senior staff.** A preliminary planning workshop was organized on March 19-23, 2001, to review the project's performance during the period covered by the first eighteen-month work plan and to initiate the development of the ENRMA Work Plan for the period of April 1, 2001, to September 30, 2002. As an integral part of the project's adaptive management process, the participants (the ENRMA senior staff and representatives from the various local NGO partners) performed an exhaustive review of ENRMA activities in the three prefectures (Kindia, Lélouma and Tougué) to determine what worked and what didn't during the first eighteen months of project implementation.

The different problems and lessons learned for each of the project's intermediate results were identified by the participants during the workshop, and the corresponding recommendations for improvement and the necessary corrective measures were developed and summarized. As with the results of the Team Building Workshop, the various recommendations for improvement and



corrective measures will also be incorporated in the new ENRMA eighteen-month work plan for the period of April 1, 2001, to September 30, 2002.

**Organization of an ENRMA Retreat for all of the project's field agents.** In order to improve the overall coordination of the project's activities, an ENRMA Retreat was organized for all project field agents in Labé from March 28-30, 2001. During the retreat, the participants worked together to achieve the following objectives: (1) to ensure that the field staff shared a common vision of the project's mission and implementation strategy, (2) to improve the coordination of the project's activities in the field, (3) to finalize and adopt the project's new Natural Resource Management Plan development process, and (4) to develop an initial outline for a "*Guide d'Animateur du PEGRN*" for the project's field agents.

The retreat was well-received by the project's field agents and provided an ideal forum for the exchange of information related to the lessons learned and problems faced in the field and to reinforce the field staff's overall understanding of the project's approaches and implementation strategies. The participants recommended that the same type of retreat be organized bi-annually.

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

### **Sub-IR 3.1: (Activity 3.11) Development and implementation of a business development training plan targeting micro- and small-enterprises in the activity zones**

During the first quarter of 2001, 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.

**Organization of a "Training-of-Trainers" Workshop for PRIDE/Formation's rural enterprise development agents/trainers and project support personnel.** PRIDE/Formation organized a "training-of-trainers" workshop in Labé from January 8-16, 2001, for its agent/trainers and project support personnel to introduce a series of improvements the local NGO has made to its existing enterprise development training modules to make them more accessible to the rural enterprises operating in the ENRMA intervention zones. These improvements included:

- PRIDE/Formation recruited several women to join the ranks of its agent/trainers;

- PRIDE/Formation packaged two to three introductory business development sessions into one introductory module and reduced the length of the training sessions, given that rural-based entrepreneurs find it difficult to spend more than one week in training session due to time constraints related to their agriculture-based activities;
- The training sessions are now organized in local languages by decentralized agent/trainers at the District level.

These improvements have helped to make PRIDE/Formation's existing enterprise development training modules more accessible to the rural enterprises in the ENRMA target zones, and the project has noticed an increase in women's participation rates in these trainings. During the first quarter of 2001, PRIDE/Formation has organized 24 Enterprise Development Workshops and registered 485 participants, including 285 women (47%) – up from 26% as of September 30, 2000.

**Organization of a series of rural enterprise development workshops in the ENRMA intervention zones.** During the first eighteen months of the project, 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. The training sessions were 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.

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

The table below provides a breakdown of the various enterprise development training sessions organized by the ENRMA IR-3 team as of March 31, 2001.

Summary of the Rural Enterprise Development Training Sessions Organized by the IR-3 Team as of March 31, 2001						
NO.	TRAINING MODULES	ACTIVITY ZONES	DATES	NUMBER OF PARTICIPANTS		
				M	F	Total
1	Simplified Accounting Workshop (Nyalama Forest Committee)	Lélouma (Linsan Saran)	March 21-28, 2000	21	5	26
2	Entrepreneurship Workshop (LN)	Kindia	March 23 – April 7, 2000	20	12	32
3	Entrepreneurship Workshop	Labé	May 8-19, 2000	44	0	44
4	Entrepreneurship Workshop (LN)	Lélouma	June 1-12, 2000	12	13	25
5	Business Plan Workshop	Kindia	June 16-17, 2000	24	1	25
6	Entrepreneurship Workshop	Labé	June 20-25, 2000	13	5	18
7	Entrepreneurship Workshop (LN)	Lélouma (Tyanguel Bori)	June 19-26, 2000	7	31	38
8	Entrepreneurship Workshop	Guéckédou	June 21 – July 1, 2000	15	0	15
9	Introduction to Marketing Workshop	Kindia	July 1-2, 2000	21	4	25
10	Entrepreneurship Workshop (LN)	Tougué	July 2-11, 2000	11	11	22
11	Customer Service Workshop	Kindia	July 14-15, 2000	9	2	11
12	Entrepreneurship Workshop	Tougué	July 15-26, 2000	22	2	24
13	Introduction to Marketing Workshop (LN)	Labé	July 28 – August 2, 2000	19	6	25
14	Strategic Management Workshop	Labé	August 8-18, 2000	17	7	24
15	Entrepreneurship Workshop	Macenta	August 13-24, 2000	22	3	25
16	Entrepreneurship Workshop	Labé	Aug. 27 – Sept. 7, 2000	14	7	21
17	Enterprise Creation Workshop	Tougué	Aug. 27 – Sept. 5, 2000	22	1	23
18	Entrepreneurship Workshop	Kissidougou	Aug. 28 – Sept. 8, 2000	11	2	13
19	Introduction to Marketing Workshop (LN)	Labé	September 4-11, 2000	13	11	24
20	Entrepreneurship Workshop	Lélouma	September 11-22, 2000	10	3	13
21	Preparing Bids & Proposals Workshop	Tougué	Sept. 30 – Oct. 1, 2000	19	3	22
22	Enterprise Creation Workshop	Labé	Oct. 23 – Nov. 1, 2000	22	0	22
23	Entrepreneurship Workshop (LN)	Tougué	November 6-12, 2000	1	20	21
24	Entrepreneurship Workshop	Tougué	November 19-29, 2000	14	1	15
25	Preparing Bids & Proposals Workshop	Kindia	November 23-24, 2000	22	3	25
26	Customer Service Workshop	Kindia	November 24-26, 2000	22	3	25
27	Strategic Management Workshop	Kindia	December 13-17, 2000	15	10	25
28	Entrepreneurship Workshop (LN)	Lélouma (Dowbangua – Balaya)	January 2-5, 2001	18	8	26
29	Customer Service Workshop	Kindia	January 21-23, 2001	27	5	32
30	Entrepreneurship Workshop (LN)	Lélouma (Balaya)	January 21-23, 2001	6	16	22
31	Business Planning Workshop	Kindia	January 24, 2001	27	5	32
32	Simplified Accounting Workshop	Lélouma (Balaya)	January 24-25, 2001	6	16	22
33	Entrepreneurship Workshop (LN)	Tougué (Kafah)	January 28-31, 2001	20	13	33
34	Entrepreneurship Workshop (LN)	Kindia (Linsan)	Jan. 29 – Feb. 1, 2001	6	15	21
35	Entrepreneurship Workshop (LN)	Tougué (Woulenko)	February 1-4, 2001	14	16	30
36	Entrepreneurship Workshop (LN)	Kindia (Tafory)	February 14-17, 2001	19	11	30
37	Introduction to Marketing Workshop	Labé	February 15-16, 2001	22	8	30
38	Customer Service Workshop	Labé	February 17-18, 2001	18	11	29
39	Enterprise Creation Workshop (LN)	Lélouma (Tyanguel Bori)	February 20-22, 2001	9	31	40
40	Introduction to Marketing Workshop (LN)	Labé	February 21-26, 2001	9	7	16
41	Simplified Accounting Workshop (LN)	Lélouma (Tyanguel Bori)	February 23-24, 2001	9	31	40
42	Entrepreneurship Workshop (LN)	Tougué	March 3-5, 2001	10	1	11
43	Enterprise Creation Workshop (LN)	Lélouma (Horé Dioli)	March 11-13, 2001	8	15	23
44	Simplified Accounting Workshop (LN)	Lélouma (Horé Dioli)	March 14-15, 2001	8	15	23
45	Simplified Accounting Workshop (LN)	Kindia (Linsan)	March 9-14, 2001	21	4	25
<b>TOTAL NUMBER OF PARTICIPANTS</b>				<b>718</b>	<b>396</b>	<b>1 114</b>

LN = Local language version of the workshop

As the table above indicates, the IR-3 team has trained 1,114 people in the various business development training workshops offered by PRIDE/Formation, including 396 women (36%). The total number of people trained is impressive given that during the first six months of the year the efforts of the IR-3 team were monopolized by administrative and logistical concerns related to project start-up.



As a result of PRIDE/Formation's rural enterprise development activities in the ENRMA intervention zones, the following results were achieved as of March 31, 2001:

- 338 enterprises were created in the target zones. (Approximately 72% of these enterprises were involved in commercial trading activities, 15% in artisanal activities, 10% for service-related activities, and 1% in agriculture-related activities.)
- 799 enterprises expanded their activities in the target zones. (Approximately 58% of these enterprises were involved in commercial trading activities, 22% in artisanal activities, 10% for service-related activities, and 9% in agriculture-related activities.)
- 1,087 enterprises adopted new management techniques.
- 440 jobs were created in the target zones.
- Over 300 enterprises experienced an increase in revenues.

The following table provides a breakdown of the enterprises created and the enterprises expanded by activity sector:

A Breakdown of the Enterprises Created and the Enterprises Expanded by Activity Sector, as of March 31, 2001						
SECTOR	Agriculture & Animal Husbandry	Artisanal	Commercial Trading	Service-Related Activities	Restauration	TOTAL
Enterprises Created	1,2%	15,1%	71,7%	4,8%	7,2%	100%
Enterprises Expanded	8,8%	22,0%	57,8%	5,3%	6,2%	100%
<b>TOTAL ENTERPRISES</b>	<b>6.3%</b>	<b>19.7%</b>	<b>62.3%</b>	<b>5.1%</b>	<b>6.5%</b>	<b>100%</b>

### 2.3 Enterprise Development Centers (Centres de Développement des Entreprises – CDEs) and the ENRMA Enterprise Development Subsector Support Program

In order to inform and educate entrepreneurs in ENRMA target zones about new ideas, new green technologies, and new market opportunities, the IR-3 team established three Enterprise Development Centers (*Centres de Développement des Entreprises - CDEs*)<sup>1</sup> and developed and initiated an Enterprise

<sup>1</sup> The ENRMA 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.

Development Program based on a Subsector Analysis Approach. The following section addresses the activities implemented by the project under the auspices of these two programs:

**Sub-IR 3.2: (Activity 3.21) Creation of three Entreprise Development Centers (CDE) in Conakry, Labé, and Gueckédou**

During the first quarter of 2001, the IR-3 team personnel completed the following activities related to the Enterprise Development Center (*Centre de Développement des Entreprises – CDE*) activity of the ENRMA:

**The CDE in Labé was inaugurated.** 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 that was needed to finish installing the local area network (LAN) in the ENRMA Office Complex in Labé and to provide Internet access for the CDE. Nonetheless, the CDE staff in Labé 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.

During the fourth quarter of 2000, the project's final shipment of computer equipment arrived, and the IR-3 team was able to install the LAN and an Internet connection for the CDE in Labé. However, the project encountered difficulties configuring the LAN using Windows NT to provide Internet access to the different posts connected to the network, including the CDE cyberspace located in the CDE. As mentioned in the Project Administration



section of this report, the IR-3 team finally decided to use the services of a local network specialist to complete the configuration of the LAN for the regional office complex and the CDE in Labé, and the system is now operational.

Another difficulty faced by the CDE in Labé is the lack of availability of additional telephone lines in the city. The CDE in Labé currently has only one telephone line and has to use this line for both telecommunications and internet dial-in access. Last but not least, data transmission over the existing telephone lines in Labé is quite slow. A possible solution to this problem is the installation of the same type of "wireless" internet connection that was installed in the project's headquarters office in Conakry. To this end, the IR-3 team submitted a proposal to SOTELGUI, the local telephone company, in August 2000 and met with their representatives to discuss the possibilities of using the wireless equipment purchased and installed in Labé by USAID under the Leland Initiative. SOTELGUI has not yet responded to the project's proposal, and the Leland Initiative Coordinator at USAID has indicated that SOTELGUI plans to eventually spin-off its unprofitable Internet operations.

If this is the case, the project will have to wait and see if any of the private Internet service providers such as BINNTA will set up operations in Labé so that the project can try to negotiate a wireless connection with them.

On February 3, 2001, the project organized the official inauguration of the Enterprise Development Center (CDE) in Labé. The inaugural ceremonies were presided by the Cabinet Director from the Governor's office, the *Préfet* from Labé, and representatives from the SOI Team from the USAID Mission in Guinea and the National Direction of Water and Forestry of the Ministry of Agriculture (DNEF). The inauguration was broadcast via Labé's rural radio station.

**A local consultant was recruited to assist the IR-3 Team in developing a website for the Enterprise Development Centers.** During the month of November 2000, the IR-3 team issued a request for proposals to identify a local consultant to assist the project in developing a website for the CDEs. In response to the request, the project received four proposals and selected Mr. Emmanuel Bamba, a local website designer who works for BINNTA, to help the IR-3 team develop a website for the CDEs. The consultant began working on this during January 2001 and is currently working with the CDE Director in Conakry to finish the site. It is expected that the website will help promote the CDE's activities and provide links to the websites of a variety of business development institutions and other sites offering access to a wide range of publications.

**A second local consultant was recruited to assist the IR-3 team in developing and implementing a system to manage the different publications collected for the CDE Documentation Rooms.** Also during the fourth quarter of 2000, the IR-3 team issued a request for proposals for a local consultant to assist the project in developing and implementing a system to manage the wide variety of publications collected for the CDE Documentation Rooms and to train the CDE receptionists in its use. In response to the request, the project received two proposals and selected Mr. Siba Bilivogui, the Head of the Documentation Department for the *Centre de Documentation Universitaire Scientifique et Technique* (CEDUST), a documentation center funded by the World Bank.

The consultant started his work during the first week of January 2001 and completed the initial conception phase in mid-February 2001. During this phase, the consultant worked closely with the IR-3 team to develop a manual system to help the CDE personnel manage the wide variety of publications collected for the CDE Documentation Rooms. Once the system was designed, the consultant developed a manual that describes how the system works, and organized a series of training sessions for the CDE receptionists in its use.

Based on the consultant's recommendations, the project has ordered the supplies and furniture needed to manage the documentation centers for the two CDEs. As soon as the supplies are delivered, the consultant will work with the CDE personnel to implement the new system. The resulting system is expected to allow the CDE staff to track the use of the wide range of technical publications available in the CDEs.

**Development of the first draft of a productivity-based bonus system for the personnel of the CDEs.** During the first quarter of 2001, the IR-3 team developed the first draft of a productivity-based bonus system for the personnel of the CDEs to encourage continued progress toward achieving operational viability of the Centers and to motivate the CDEs to contribute to the overall objectives and performance indicators of the ENRMA. The project will test the bonus system during the second quarter of 2001 and will make any necessary adjustments to the system based on the results of the test period.

**The CDEs participated in the International Trade Fair organized in Conakry.** On February 1-11, 2001, the project financed the CDEs' participation in the Annual International Trade Fair in Conakry. The Trade Fair provide the CDE staff with an excellent opportunity to inform the private sector and the development community about the types of services offered by the CDEs and to help promote the products of several of their new clients. Details of activities at the Fair will be discussed in the following section of this report.

**Participation of the ENRMA Enterprise Development Services Coordinator and the two CDE Directors in a "Coaching" training session.** On February 5-9, 2001, the ENRMA Enterprise

Development Services Coordinator (Mr. Ibrahima Kona Baldé) and the CDE Directors in Conakry and Labé (Mr. Goureissy Dia and Mr. Alpha Alimou Diallo) participated in a “Coaching” Training organized in Conakry by PRIDE/Formation in collaboration with Mr. Jean Marc Treina, a Swiss business consultant. The Coaching Training was part of the project’s overall capacity-building efforts, and the participants worked together to address the following topics: (1) How to Build a Strong Team, (2) Team Building and Group Dynamics, (3) Stress, Conflict, and Change Management, and (4) Dynamic Vision for Businesses.

**Cost-recovery performance of the Conakry Enterprise Development Center (CDE).** While both of the project’s Enterprise Development Centers (CDEs) have only been in operation for less than nine months, progress in the area of cost-recovery has been encouraging. Each CDE offers a variety of business development services adapted to the needs of local clientele, with training and public Internet access room services representing the primary sources of revenue. The project has tried to instill an “entrepreneurial” spirit amongst the CDE staff from the very beginning, and the CDE Coordinator is currently developing an employee bonus system to motivate the CDE staff to continue its efforts to increase sales and control costs – two key factors that will determine the financial viability of the CDEs.

The following table provides a summary of the cost-recovery performance of the Conakry and Labé Enterprise Development Centers (CDEs) during the first quarter of 2001, and to date through March 31, 2001:

<b>Cost-Recovery Performance of the Enterprise Development Centers (CDEs) as of March 31, 2001 (in GNF)</b>						
<b>Revenues &amp; Costs</b>	<b>1<sup>st</sup> Quarter 2001</b>			<b>Cumulative through March 31, 2001</b>		
	<b>Conakry CDE</b>	<b>Labé CDE</b>	<b>TOTAL</b>	<b>Conakry CDE</b>	<b>Labé CDE</b>	<b>TOTAL</b>
<b>Revenues:</b>						
Training Revenues	685 100	2 068 700	2 753 800	2 285 100	2 928 700	5 213 800
Cyberspace Revenues	57 900	0	57 900	988 700	320 800	1 309 500
Revenues from admin. services (Photocopies, etc.)	0	555 400	555 400	0	803 200	803 200
Other revenues	0	208 200	208 200	200 000	728 950	928 950
<b>Total Revenues</b>	<b>743 000</b>	<b>2 832 300</b>	<b>3 575 300</b>	<b>3 473 800</b>	<b>4 781 650</b>	<b>8 255 450</b>
<b>Operating Costs:</b>						
Personnel medical Expenses	255 774	305 387	561 161	534 494	933 137	1 467 631
Salaries & benefits	4 188 208	5 221 603	9 409 811	16 046 553	18 545 553	34 592 106
Staff training & local consultant fees	1 280 000	1 771 000	3 051 000	4 776 838	5 757 836	10 534 674
CNSS (social security)	476 722	619 258	1 095 980	1 868 306	2 006 170	3 874 476
Lodging & per diems	340 000	336 000	676 000	1 835 000	3 739 250	5 574 250
Office rent	3 196 800	0	3 196 800	10 854 291	4 035 565	14 889 856
Water & electricity	0	281 407	281 407	905 363	820 326	1 725 689
Moving expenses	0	0	0	283 330	0	283 330
Office maintenance & repairs	8 000	90 000	98 000	144 000	619 646	763 646
Equipment maintenance & repairs	0	0	0	89 000	0	89 000
Vehicle maintenance & repairs	0	0	0	0	10 000	10 000
Motorcycle maintenance & repairs	85 000	208 000	293 000	85 000	306 650	391 650
Telephone, fax & internet	634 579	741 869	1 376 448	2 986 879	985 869	3 972 748
Computer supplies	445 000	555 000	1 000 000	1 124 000	1 959 266	3 083 266
Office Supplies	0	0	0	510 400	410 450	920 850
Marketing & Publicity	2 370 000	3 403 200	5 773 200	4 658 036	5 501 532	10 159 568
Vehicle & motorcycle fuel	0	1 186 450	1 186 450	304 400	4 322 375	4 626 775
Insurance	0	0	0	35 357	208 898	244 255
Meetings & Conferences	0	47 900	47 900	0	47 900	47 900
Translation expenses	0	0	0	105 000	105 000	210 000
<b>Total Operational Costs</b>	<b>13 280 083</b>	<b>14 767 074</b>	<b>28 047 157</b>	<b>47 146 247</b>	<b>50 315 423</b>	<b>97 461 670</b>
<b>Profit/Loss On Operations</b>	<b>(12 537 083)</b>	<b>(11 934 774)</b>	<b>(24 471 857)</b>	<b>(43 672 447)</b>	<b>(45 533 773)</b>	<b>(89 206 220)</b>
<b>Cost-Recovery Ratio (Revenues/Total Operational Costs)</b>	<b>5.6%</b>	<b>19.2%</b>	<b>12.8%</b>	<b>7.4%</b>	<b>9.5%</b>	<b>8.5%</b>

As indicated by the table above, the Conakry and Labé Enterprise Development Centers (CDEs) covered 5.6% and 19.2% of their operational costs, respectively, during the first quarter of 2001. The CDE's progress toward its financial sustainability to date exceeds the 10% cost-recovery projections for March 31, 2001, as set forth in the first 18-month work plan for the ENRMA.

**(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**

As of March 31, 2001, the IR-3 team personnel completed the following activities related to the recently-initiated ENRMA Enterprise Development Subsector Support Program:

**The Team welcomed a two-week field visit from Tim Canedo, a Business Development Services Specialist.** As mentioned in the last quarterly report, the IR-3 team welcomed a two-week field visit (December 6-27, 2000) from Tim Canedo, a Business Development Services Specialist who assisted the project in refining the subsector analysis methodology introduced earlier by Jill Donahue. To illustrate the use of the enhanced methodology, Mr. Canedo helped project staff use it to develop business development services concept papers that identify the different interventions needed to improve the overall performance of the different subsectors to be supported by the ENRMA. Last but not least, he provided recommendations to improve the overall performance of the project's Business Development Program. The main purpose of Mr. Canedo's consultancy was to:

- Assist the project in refining the subsector analysis methodology introduced earlier by Jill Donahue,
- Use this methodology to develop business development services concept papers that identify the different interventions needed to improve the overall performance of the different subsectors to be supported by the ENRMA,
- Establish the parameters that can guide in the identification and adoption of appropriate technologies within these subsectors,
- Provide recommendations to improve the overall performance of the project's Business Development Program.

Secondary efforts of the consultancy were, 1) to train and prepare the ENRMA IR-3 team for Business Development Services (BDS) design and intervention activities, 2) to develop a monitoring and evaluation system for measuring the impact of the ENRMA Enterprise Development Program, 3) to assist the Director of the Enterprise Development Centers in developing business plans for the Enterprise Development Centers, and 4) to determine ways in which the BDS program might increase its sustainability over time.

An abbreviated version of the subsector approach was used by the consultant to look at MSEs as part of a large system that includes input suppliers, producers using different technologies, wholesale and retail distributors, transportation and finance companies, exporters, etc. Looking not only at aspects of technology and markets, but rather investigating the total environment in which the MSEs operate provided a better understanding of the potential targets for assistance and the types of interventions needed to have a larger impact on the entire subsector. The many commercial relationships that take place between the different actors in the subsector that take raw materials through production to the ultimate consumer were examined, taking into account these relationships and helping to identify constraints and opportunities that could eventually lead to the development of cost-effective, high-impact, and sustainable interventions.

**The consultant's abbreviated subsector analysis followed the following eight-step process:**

1. Determine criteria for choosing subsectors.
2. Develop initial list of subsectors.
3. Interviews with key informants.
4. Field orientation and survey of producers of selected subsectors.
5. Ranking of subsectors – choose most promising.
6. Analysis of information.
7. Determine most appropriate intervention.
8. Develop concept paper for chosen intervention(s).

In analyzing all information, the focus was to determine constraints and opportunities in the subsectors related to seven categories (markets, technology, inputs, policy, finance, organization/management, and infrastructure). The information was entered on constraints and opportunities matrices, and related intervention designs were developed from a clear understanding of the constraints and opportunities for each chosen subsector. The activities of the consultancy began in a broad stage of analysis looking at the activities of all subsectors for the three target prefectures of Labé, Tougué, and Lélouma. These

geographical areas were broadly assessed by looking at the wide range of activities related to the subsectors. Information gathering then became more specific.

By the end of the consultancy the following subsectors were determined to be good candidates for the ENRMA's Enterprise Development Subsector Support Program (and partners) support: apiculture (beekeeping), fabric tie-dyeing/manufacturing ("teinture"), and carpentry. In addition, the "Karité" and Forgery subsectors were considered good candidates, but due to lack of and/or conflicting information, it was decided that they be put "on the back burner" for now, pending further information gathering.

**Development of an Enterprise Development Concept Paper for the Apiculture Subsector.** A key to successful Enterprise Development Subsector Support Programs is to start out small and gradually build over time. In this sense Mr. Tim Canedo recommended that the IR-3 team initiate its Enterprise Development Subsector Support Program activities with the Apiculture subsector. The ENRMA is, understandably, not in a position to undertake all proposed interventions unilaterally, nor will it be appropriate to undertake all at the onset. Therefore, the IR-3 team will have to elicit needed support from other partners and address the interventions in a chronological manner.

Apiculture has been practiced in Guinea for many years, and the beekeepers have developed basic, traditional expertise in their work. The Fouta Djallon Region is considered to be an area that produces a high quality of honey. In the past there has been sporadic assistance to the subsector. It is reported that some beekeepers were assisted in developing their apicultural techniques by being taught "best practices" from Kenya. Probably the greatest attempt at supporting the subsector was the establishment of a *Centre National d'Apiculture* (CNA) in Labé. The CNA is well-equipped with a wide array of honey filtering equipment, a laboratory, cold storage facility, carpentry/metal workshop (completely outfitted), office space, and generators. Unfortunately, the equipment lies almost totally dormant. Only some small honey filters are being used. It appears that this may have been another story of technology being provided on a massive scale without regard to other aspects of the operating environment (especially markets and producers).

Like many of Guinea's other economic sectors and subsectors, apiculture is currently feeling the adverse effects of a general economic decline. Despite that, several elements exist that may make it a good candidate for revitalization. All of the important pieces exist, e.g., suppliers/manufacturers of raw materials, producers, collectors, the CNA, large-volume buyers, and demand in the marketplace. What is lacking is a coordinated effort that could bring all the pieces together and re-develop relationships. This will be the initial focus of the EDP's efforts in assisting this subsector.

The methodology and analysis used by the IR-3 Team during Mr. Tim Canedo's field visit helped to determine the constraints and opportunities of the Apiculture subsector in Guinea and to identify possible interventions through the analysis of seven categories as they related to this subsector (i.e., raw materials/inputs, market, organization and management, policies and regulations, finances infrastructure, and technology).

**Constraints to the development of apiculture were found to consist of:**

- Lack of market coordination (linkages between MSEs and collectors/buyers),
- Lack of modern beekeeping techniques, tools, and equipment,
- Lack of knowledge of and access to funding,
- Lack of adherence to standards of hygiene,
- Lack of organization among beekeepers for buying raw materials and selling products,
- Weak capacity of the *Centre National d'Apiculture* – (CNA),
- Lack of appropriate containers for transporting raw honey and finished products.

**The subsector analysis also identified some opportunities in the subsector, such as:**

- The existence of a market demand,

- Numerous beekeepers operating at various levels,
- The existence of a well-equipped CAN,
- Tool and equipment manufacturers in Labé and Conakry,
- The existence of financial institutions.

Interventions should include the collaboration between the ENRMA Enterprise Development Subsector Support Program and appropriate partners such as the CNA, GTZ, *Rouches Pilots* (a buyer of honey in Conakry), and others, and should be considered to be a package that attempts to address all major identified constraints. This methodology permitted the IR-3 team to identify the following possible interventions that could help revitalize the apiculture subsector in Guinea:

1. Promote market coordination amongst beekeepers' associations, collectors, the CAN, and local/regional and export markets.
2. Provide technical skills training in apicultural techniques to members of beekeepers' associations.
3. Promote supplier credit with suppliers of raw materials.
4. Establish access to finance for MSES.
5. Improve the capacity of the CNA.
6. Promote collective raw material purchases and product marketing through the creation of associations.
7. Promote the creation of selling centers, fairs, and expositions in the Labé region.
8. Address issues related to hygiene and sanitary handling of honey.
9. Research and development of appropriate containers for transport of raw honey and for sales of finished products.

Some potential partners have already been identified, and others will be secured as the program progresses. The array of intervention activities for the apiculture subsector is detailed in the Concept Paper.

**The IR-3 team helped finance ADAM-Gui and *Ceramiques d'Afrique's* participation in the International Trade Fair organized in Conakry.** As indicated in the Apiculture Concept Paper, the main player in apicultural development currently is the *Centre National d'Apiculture* - CNA. Following Mr. Canedo's departure, the ENRMA Director of Enterprise Development and the CDE Coordinator made initial contact with representatives of the *Association pour le Développement de l'Apiculture Moderne en Guinée* (ADAM-Gui) to discuss the possibilities of an eventual collaboration with the project. ADAM-Gui is a non-profit association that was recently created by four Ministry of Agriculture civil servants as a means of institutionalizing the activities of the *Centre National d'Apiculture* (CNA).

The Ministry of Agriculture is currently studying a proposal to transfer all the assets of the CNA to ADAM-Gui and, according to the President of ADAM-Gui, the Minister's approval is a formality. ADAM-Gui has the potential to assume a major role in the subsector by developing beekeepers, organizing the collection of honey, processing raw honey, and developing markets



(local, regional, and export) through the use of private sector intermediaries, and the IR-3 team decided to collaborate with this association to implement many of the interventions outlined in the Apiculture Concept Paper.

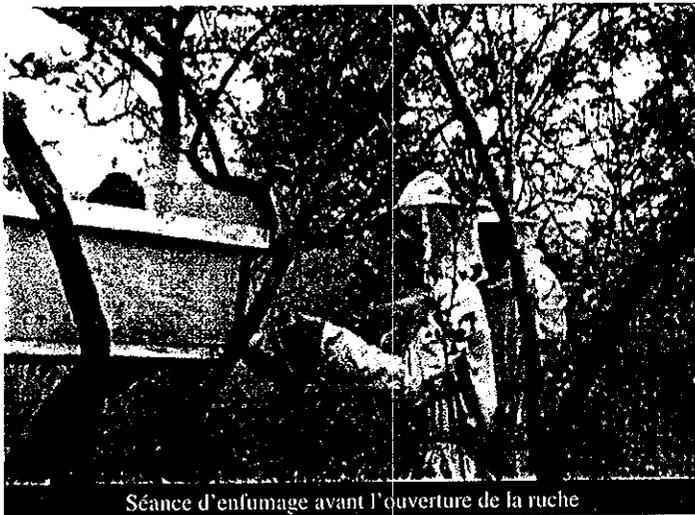
As one of the project's first activities under the auspices of the project's recently-initiated Enterprise Development Subsector Support Program, the IR-3 team helped finance ADAM-Gui and *Ceramiques d'Afrique's* participation in the Conakry International Trade Fair organized jointly by the Ministry of Agriculture and the Ministry of Industry and Commerce from February 2-13, 2001.

To prepare for the Fair, the CDE staff helped the representatives of ADAM-Gui to develop brochures and business cards to promote their newly created institution, design and produce customized labels for the honey jars to be sold during the Fair, and provided them with space in the CDE stand to market and sell their products. By sponsoring ADAM-Gui's participation in the International Trade Fair, the CDEs also helped the local institution develop market linkages for its products. In this context, during the Fair, the CDE staff helped facilitate visits to the different supermarkets located in Conakry, to the Chamber of Commerce, and to plastic container suppliers to inquire into the possibilities of procuring locally-produced packaging. During the Fair, ADAM-Gui was able to sell 567,000 GNF worth of honey and made a number of potential contacts for future bulk honey sales that were used to defray the costs related to its participation in the Trade Fair. In particular, several representatives from Morocco expressed interest in purchasing large quantities of honey if it could be provided on a reliable basis.

On December 12, 2001, the IR-3 team, through its Pilot Credit Program, provided a loan to Mr. Harry Moluba Beavogui, the owner of *Ceramiques d'Afrique*, to assist him in re-establishing his ceramic production operations in Labé. Mr. Beavogui had initiated his business operations in Guéckédou with support from the HEPA project (with an emphasis on improved wood stove production); however, his workshop was ransacked during the recent rebel incursions.

Mr. Beavogui approached the project seeking assistance to start-up his operations in the Fouta Djallon region, and he eventually received a loan through the ENRMA Pilot Credit Program.

In order to help Mr. Beavogui establish market linkages for his products in the potentially-lucrative market in Conakry, the CDE in Labé sponsored the participation of *Ceramiques d'Afrique* in the International Trade Fair. To prepare for the Fair, the CDE staff also helped Mr. Beavogui develop brochures and business cards to promote *Ceramiques d'Afrique* and provided him with space in the CDE stand to market and sell his products. During the first two days of the Fair, Mr. Beavogui quickly sold the improved wood stoves. Given the level of demand for his improved wood stoves, he traveled back to Labé and sent a larger quantity to the Fair. During the Fair, Mr. Beavogui sold 50 improved wood stoves for 425,000 GNF.



Séance d'enfumage avant l'ouverture de la ruche

Given the potential demand in Conakry for his improved wood stoves, Mr. Beavogui has decided to set up a sales outlet in the capital, from which his commercial agents will market *Ceramiques d'Afrique* products. The IR-3 Team plans to collaborate with Mr. Beavogui to promote his improved wood stove production techniques to several women's associations in Tougué and Lélouma.

**The IR-3 Team organized, in collaboration with ADAM-Gui, its first technical training sessions targeting rural bee-keepers in Labé and in the Nialama classified forest.** Under the auspices of the project's Enterprise Development Subsector Support Program, the

IR-3 team, in collaboration with ADAM-Gui, organized its first technical training sessions targeting rural bee-keepers in Labé and Lélouma (including those located in the Nialama classified forest). During these training sessions, the technicians from ADAM-Gui, accompanied by Mr. Konas Baldé, the ENRMA Enterprise Development Services Coordinator, introduced improved apiculture production techniques (i.e., advantages of improved Kenyan bee hives and how to use them, how to determine the best time to harvest the honey, improved harvesting techniques to avoid burning the honey when it is harvested, and better storage methods to avoid excessive humidity) to a total of 559 bee-keepers. At the end of the training sessions, each bee-keeper was interviewed to determine his/her future needs in terms of inputs (improved bee-hives, improved smokers for harvesting and protective suits) and training. The project will evaluate the possibility of financing the purchase of inputs for the most dynamic bee-keepers through its Pilot Credit Program or through the network of C<sup>3</sup>.

**Organization of a working session with representatives of CLUSA to develop a collaborative strategy to offer a series of appropriate technology training sessions in the ENRMA target zones.**

During the fourth quarter of 2000, the IR-3 team, represented by Mr. Kona Baldé, held a working session with Mr. Alseny Soumah, the Head of Applied Research and the Promotion of Appropriate Technologies at CLUSA/Guinea. The purpose of the session was to develop an action plan to organize joint PEGRN-CLUSA appropriate technology training sessions in the prefecture of Kindia, where both CLUSA and the PEGRN operate. Together, the two were able to develop a collaborative strategy to offer a series of appropriate technology training sessions in the ENRMA target zones, and two training sessions (tye-dying and soap making) targeting rural enterprises in the Kindia prefecture (in Souguéta and Kolenté) were planned and scheduled for April 9-13, 2001. Also during the session, Mr. Baldé and Mr. Soumah agreed to work together to develop a detailed list of the local agriculture transformation machine suppliers (such as rice de-hullers, etc.) and their different products. They also agreed to identify, in collaboration with the project's rural financial services agent based in Souguéta, the associations/groups operating in the prefecture of Kindia that would be interested in procuring this type of equipment.

The table below provides a breakdown of the various technology training sessions organized by the IR-3 team as of March 31, 2001.

<b>Summary of the Technology Training Sessions Organized by the IR-3 Team as of March 31, 2001</b>						
NO.	TRAINING MODULES	ACTIVITY ZONES	DATES	NUMBER OF PARTICIPANTS		
				M	F	Total
1	Introduction to tye-dying	Tougué	On-going	1	58	59
2	Introduction to soap-making	Tougué	On-going	2	12	14
3	Improved apiculture production techniques	Lélouma and Labé	On-going	537	22	559
4	Improved wood stoves	Labé	On-going	1	0	1
5	Computer Literacy and Internet Training	Conakry and Labé	On-going	80	73	153
<b>TOTALS</b>				<b>621</b>	<b>165</b>	<b>786</b>

The following table provides a breakdown of the enterprises that have adopted new technologies as of March 31, 2001, by activity sector.

<b>A Breakdown of the Enterprises that have adopted new technologies by Activity Sector as of March 31, 2001</b>						
SECTOR	Number of enterprises that have adopted new technologies	Tougué	Lélouma	Labé	Men	Women
Tye-dying	59	59	0	0	1	58
Soap-making	14	14	0	0	2	12
Apiculture	59	0	59		59	0
Improved wood stoves	1	0	0	1	1	0
<b>TOTAL</b>	<b>133</b>	<b>73</b>	<b>59</b>	<b>1</b>	<b>63</b>	<b>71</b>
<b>Percentage (%)</b>	<b>100%</b>	<b>54%</b>	<b>44%</b>	<b>2%</b>	<b>47%</b>	<b>53%</b>

### Rural Financial Services

During the first quarter of 2001, the IR-3 team intensified 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 finishing the groundwork needed to offer 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:

#### **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**

Office sites for the first eighteen *Caisses Communautaires de Croissance – C<sup>3</sup>*s – were identified, and all necessary renovations were initiated. With the help of the local communities, the sites for the first eighteen *Caisses Communautaires de Croissance - C<sup>3</sup>*s were chosen, the buildings to house their offices were identified, and all necessary renovations were initiated. The rural financial services agents worked with local communities to identify the buildings that would 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, the installation of metal doors and window grills).



Nonetheless, the identification of suitable buildings to house the C<sup>3</sup> offices was not without its share of difficulties.

Originally, the project approach was to require the local communities to identify and renovate the office spaces and to purchase a minimal amount of office furniture at their cost, and the project, on its part,

would provide the C<sup>3</sup> methodology and training in its use, the first year's worth of office supplies and administrative documents, and the safe. However, given the level of poverty in the Districts targeted by the ENRMA, the project was required to underwrite some of the costs associated with renovations of the buildings provided by the local Districts to increase the physical security of the C<sup>3</sup> offices and thus the level of confidence of the local population.

**Creation of the new C<sup>3</sup> Management Committees, development of a draft *Règlement Intérieur*, the selection of two cashier candidates by the local communities for the *Caisses Communautaires de Croissance - C<sup>3</sup>*, the signature of *Accord de Collaborations* between the project and the C<sup>3</sup>, and the organization of training sessions for the members of the Management Committees and Cashiers.**

Based on the guidelines set forth in the C<sup>3</sup> Training Manuals developed during Mr. Kodio's consultancy, 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 *Règlements Intérieurs*, identify two candidates for the post of C<sup>3</sup> cashier, and develop an *Accord de Collaboration* to eventually be signed by each C<sup>3</sup>.



During the first quarter of 2001, the ENRMA Rural Financial Services Director organized a series of initial training sessions for the two cashier candidates from each of the new C<sup>3</sup> sites located in the prefectures 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. Following this initial training, the project's Rural Financial Services Agents continue to organize on-the-job training sessions for

the members of the C<sup>3</sup> Management Committees and the cashiers.

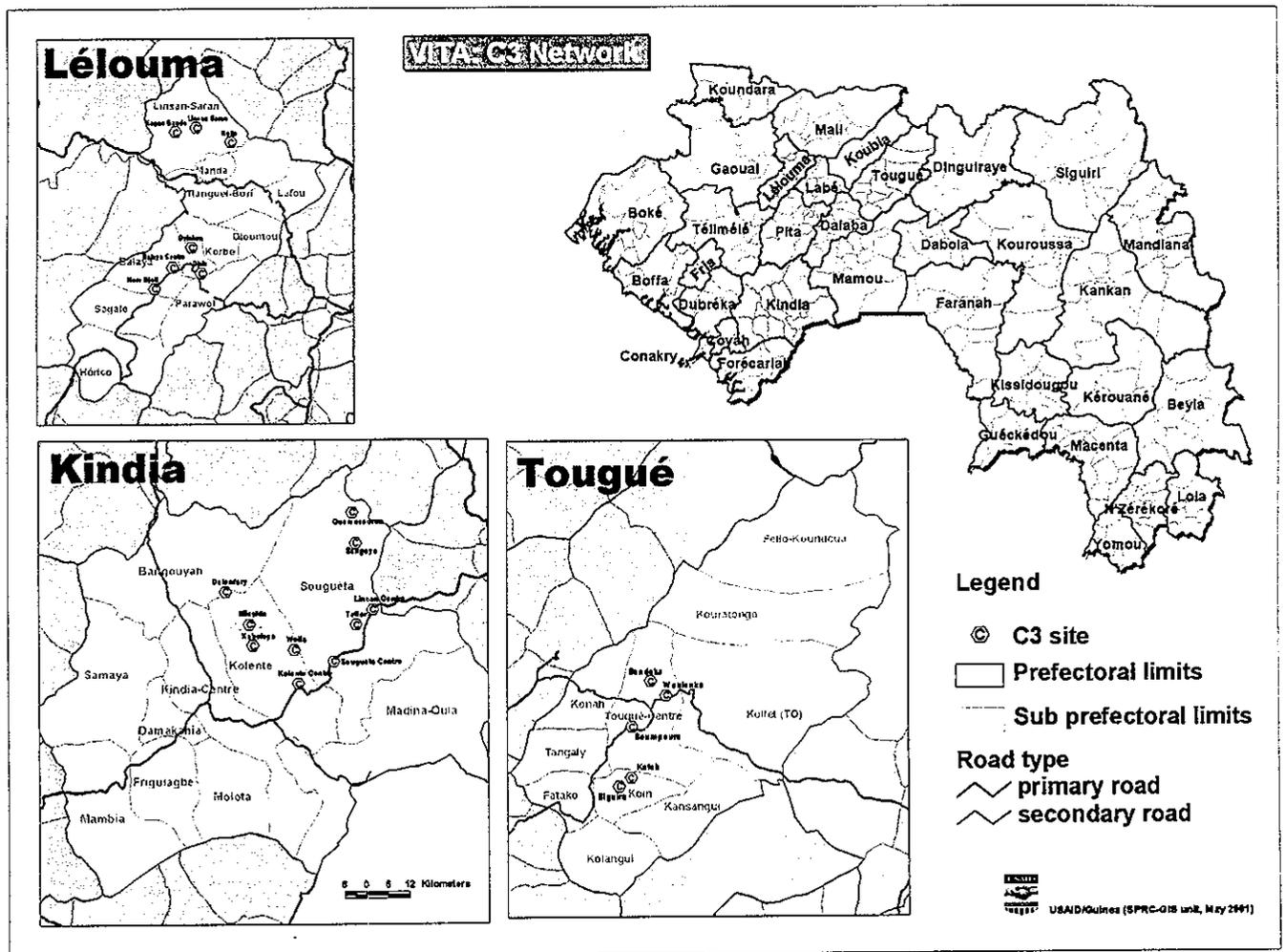
**Procurement of safes and administrative documents for the eighteen C<sup>3</sup>s.** The project ordered safes for each of the C<sup>3</sup> sites. The safes cleared customs, and the IR-3 team delivered safes to four of the C<sup>3</sup> pilot sites in Kindia, Lélouma, and Tougué. The IR-3 team also 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 C<sup>3</sup>.

The safes and 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.

As of March 31, 2001, the following eighteen C<sup>3</sup>s were operational, and four others were at different stages of creation:

List of operational C <sup>3</sup> s as of March 31, 2001		
PREFECTURES	COMMUNAUTES RURALES DE DEVELOPPEMENT	DISTRICTS
Kindia	Kolenté	Kolenté-Centre
		Wolia
		Misside
		Kabèlèya
	Sougueta	Linsan-Centre
		Tafory
Lélouma	Lélouma-Centre	Sougueta-Centre
		Djinkan
	Balaya	Djala
		Balaya-Centre
	Linsan Saran (Nyalama Classified Forest)	Horè Djoli
		Linsan Saran Centre
		Kagné Gandé
Tougué	Tougué-Centre	Kolia
		Sandaké
	Koïn	Soumpoura
		Kafah
		Siguira

The following map indicates the location of the eighteen operational C<sup>3</sup>s in the three ENRMA intervention zones as of March 31, 2001:



Initial analysis was undertaken to identify the most appropriate legal form for the C<sup>3</sup>, and the IR-3 team started developing a set of draft Bylaws for the C<sup>3</sup> in collaboration with the project's financial services field agents and its legal advisor. During the fourth quarter of 2000, the IR-3 team has initiated analysis concerning the most appropriate legal form for the C<sup>3</sup>. As part of this analysis, the project procured the services of a legal advisor to review the existing legislation governing financial institutions in Guinea and to identify the comparative advantages and disadvantages of operating under the legal domain of a cooperative or an association.

The results of this analysis tend to favor the choice of a savings-and-loans cooperative (*Coopératives d'Epargne et de Crédit*) for the legal form of the C<sup>3</sup>s, and the IR-3 team also studied examples of bylaws from Credit Rural, DID/CPEC, and MC<sup>2</sup>, which were used to develop a set of standard bylaws for C<sup>3</sup>s in collaboration with the Rural Financial Services Agents during a working session organized on March 9, 2001. The draft set of bylaws for C<sup>3</sup>s were submitted to the legal advisor to verify their conformity with the legislation governing cooperatives in Guinea.

However, the project's legal advisor has informed the IR-3 team that while the section with the Guinean Economic Activity Code governs the operations of cooperatives in general, it indicates that specific legal texts will be developed by the Central Bank and the Ministry of Finances to govern *Coopératives d'Epargne et de Crédit*. Unfortunately, representatives from the Central Bank informed the project's legal advisor that these texts are currently being developed and are not likely to be adopted for several

months at the earliest. The project's legal advisor is currently discussing the matter with representatives from the Central Bank to come up with an interim solution to this problem.

Also under consideration by the IR-3 team is the notion of creating a *Caisse Communautaire Centrale de Croissance* (C4) that can continue to provide technical assistance and financial intermediation services to the different C<sup>3</sup>s after the end of the project.

**The C<sup>3</sup> Accounting Procedures Manual and supporting administrative documents were revised.** During the month of March 2001, the IR-3 team organized a working session with the project's financial services field agents and the Head of Finance and Administration to make revisions to the C<sup>3</sup> Accounting Procedures Manual and supporting administrative documents based on the first six months experience in the field.

**Efforts to increase the participation of women in C<sup>3</sup> activities.** In order to ensure the participation of women in C<sup>3</sup> activities, the project has encouraged the local communities to include women as members of the Management Committees. The presence of women members in this governance body should help the C<sup>3</sup>s attract a larger female clientele. Since women's desire to save is closely linked to the development of income-generating activities and the need to cover consumption, social, and housing expenditures, the number of women members should also increase as the C<sup>3</sup>s start to distribute loans to their members. In this context, during the fourth quarter of 2000 and the first quarter of 2001, the IR-3 team made its first loan fund injections into five C<sup>3</sup> to encourage the growth and expanded outreach to the rural populations targeted by the ENRMA and to supplement the local savings mobilized.

Specifically, the project provided the following C<sup>3</sup>s with interest-free loan fund injections worth 8,500,000 GNF:

<b>List of the C<sup>3</sup>s that have Received Loan Fund Injections from the Project</b>	
<b>C<sup>3</sup></b>	<b>Amount of Loan Fund Injection (GNF)</b>
Kafah	3,000,000
Linsan-Centre	2,000,000
Wolia	1,500,000
Kolenté-Centre	1,000,000
Sandaké	1,000,000
<b>TOTAL</b>	<b>8,500,000</b>

During the first quarter of 2001, the IR-3 team also initiated the recruitment process for three women financial services field agents to reinforce the ranks of the project's existing agents in response to USAID's concern as to the need to increase the participation rates of women in the project's activities.

**Financial reports were developed for the eighteen operational C<sup>3</sup>s as of March 31, 2001.** At the end of the first quarter of 2001, Mr. Ibrahima Bocoum, the Head of Finance and Administration for VITA/ENRMA, worked with the Financial Services Director and each of the eighteen operational C<sup>3</sup>s to close their accounts and develop financial statements. This process provided an excellent opportunity for Mr. Bocoum to contribute to the on-the-job accounting training of the C<sup>3</sup> cashiers. The IR-3 team will organize another round of training sessions at each prefecture to recycle the cashiers of each of the operational C<sup>3</sup>s.

**Latest statistics of the Network of *Caisse Communautaires de Croissance* – C<sup>3</sup>s..** As indicated by the table below, eighteen C<sup>3</sup>s were operational, and the ENRMA C<sup>3</sup> Network had **1,508 members** who had mobilized a total of **96,931,500 GNF** as of March 31, 2001.

**Statistics of the Rural Network of Caisses Communautaires de Croissance – C<sup>3</sup>s  
as of March 31, 2001**

C <sup>3</sup>	Number of Members				Amount of Financial Resources Mobilized (GNF)	Number of Loans Disbursed	Amount of Loans Disbursed (GNF)
	M	W	GIE or Instit.	Total			
<b>KINDIA:</b>							
1. Kolenté-Centre	93	54	11	158	9 962 200	21	1 713 000
2. Wolia	81	56	0	137	1 560 600	40	1 590 000
3. Misside	40	6	0	46	230 000	0	0
4. Kabèlèya	66	34	0	100	1 108 600	0	0
5. Linsan-Centre	67	30	5	102	48 268 000	26	3 850 000
6. Tafory	48	26	8	82	816 600	0	0
7. Sougueta-Centre	36	15	0	51	4 245 000	0	0
<i>Subtotal Kindia</i>	<i>431</i>	<i>221</i>	<i>24</i>	<i>676</i>	<i>66 191 000</i>	<i>87</i>	<i>7 153 000</i>
<b>LELOUMA:</b>							
8. Djinkan	42	27	1	70	516 000	0	0
9. Djala	41	36	0	77	192 500	0	0
10. Balaya-Centre	24	16	10	50	11 424 900	1	250 000
11. Horé Djoli	36	25	0	61	122 000	0	0
12. Linsan Saran Centre	42	37	0	79	553 000	0	0
13. Kagné Gandé	42	13	0	55	275 000	0	0
14. Kolia	51	29	0	80	400 000	0	0
<i>Subtotal Lélouma</i>	<i>278</i>	<i>183</i>	<i>11</i>	<i>472</i>	<i>13 483 400</i>	<i>1</i>	<i>250 000</i>
<b>TOUGUE:</b>							
15. Sandaké	61	29	4	94	5 336 000	45	2 185 000
16. Soumpoura	42	33	0	75	375 000	0	0
17. Kafah	61	31	14	106	11 021 100	62	3 655 000
18. Siguirra	55	30	0	85	525 000	5	250 000
<i>Subtotal Tougué</i>	<i>219</i>	<i>123</i>	<i>18</i>	<i>360</i>	<i>17 257 100</i>	<i>112</i>	<i>6 090 000</i>
<b>TOTALS</b>	<b>928</b>	<b>527</b>	<b>53</b>	<b>1 508</b>	<b>96 931 500</b>	<b>200</b>	<b>13 493 000</b>

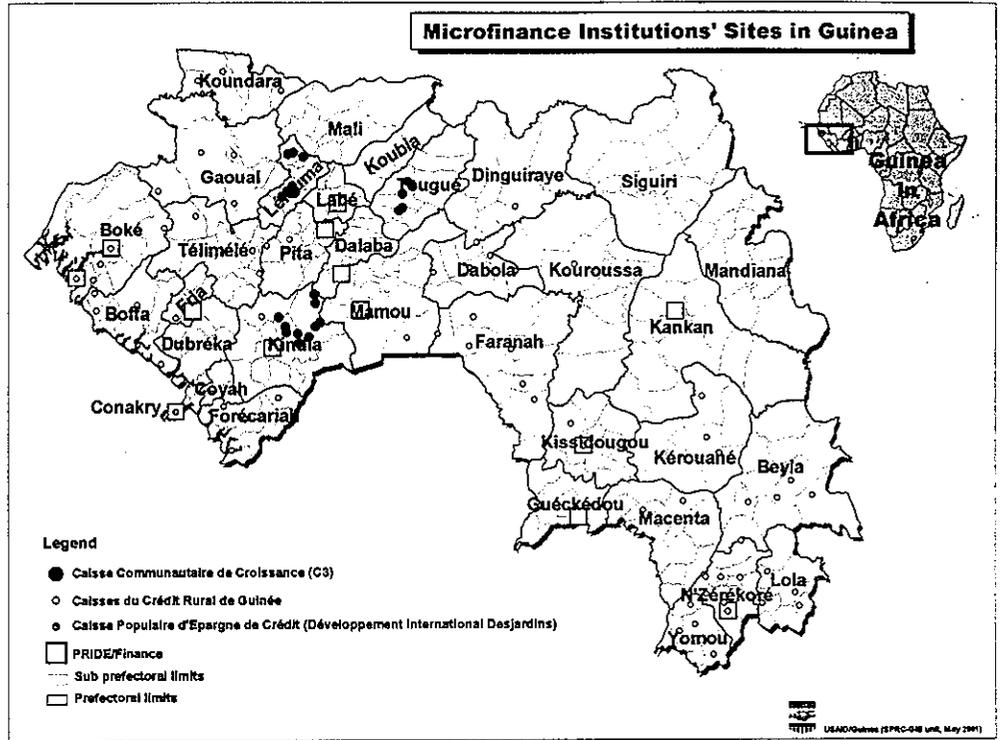
As indicated in the table above, the recruitment of members and the mobilization of savings for the C<sup>3</sup>s located in the prefecture of Lélouma have been slower and more difficult as compared to the other two prefectures. To identify the fundamental reasons behind this problem, the IR-3 team made several field visits to Lélouma and spoke about this with the local authorities and key members of the communities. These inquiries have brought to the surface the following constraints faced by the project's Rural Financial Services agents responsible for these three C<sup>3</sup>s: (1) A few of the more conservative Islamic leaders (Imans) in these three Districts have discouraged the local population from participating in the C<sup>3</sup>s because of what they feel is a violation of the *Riba*, the Muslim interdiction of the payment of interest rates; and (2) A large part of the local population distrusts savings deposits because many of them lost their savings when *Crédit Mutuel* closed some of its offices.

In order to overcome these constraints, the new Rural Financial Services Director visited each of the six operational C<sup>3</sup>s to discuss these issues with the local authorities and the local religious leaders in the presence of the project's Rural Financial Services agents. He came back from these field visits with a sense of cautious optimism, and he feels that with continued efforts on the part of the project's agents, and as the C<sup>3</sup>s initiate lending to their members, the participation of the local population in activities of the C<sup>3</sup>s will improve.

**Sub-IR 3.3: (Activity 3.32) Provision of intermediation services to link associations and village-based organizations involved in agricultural production, transformation, and commercialization with local financial institutions in order to facilitate access to financial services**

- **Preparation of a list of the sites of the various micro-finance institutions operating in Guinea.** The IR-3 team developed a comprehensive list of sites of the various micro-finance institutions (MFI) operating in Guinea. The list of sites has been submitted to the USAID Natural Resource Management Team. From this list of sites, the following map was developed indicating the geographic coverage of the MFIs in Guinea as of March 31, 2001:

As the map indicates, following the closure of the *Crédit Mutuel* offices, the Network of C<sup>3</sup>s is now the largest provider of badly-needed financial services to the rural populations in the Fouta Djallon region. However, *Crédit Rural* has already started to expand its activities toward this region, and this map will be extremely useful to the IR-3 team in identifying future C<sup>3</sup> sites.



**Intensification of activities under the Pilot ENRMA Credit Program targeting the Agricultural Production and Marketing Groups/Associations supported by other ENRMA partners.** During the first quarter of 2001, the IR-3 team intensified its Pilot ENRMA Credit Program activities targeting the Agricultural Production and Marketing Groups/Associations supported by other ENRMA partners. During the period, the project financed a large number of Agricultural Production and Commercialization Associations supported by the local NGO partners in Tougué and Lélouma.

As part of this collaborative initiative, the IR-2 field agents from Ballah-Guinée, UGVD, and FICA (AVPs and AVGs) helped identify the Associations and provided them with access to affordable inputs (such as seeds). They have also agreed to provide them with technical support to help improve their production techniques and to find markets for their products. The IR-3 Financial Services Agents helped the Associations prepare and process their credit dossiers, and PRIDE/Formation's agents will offer them a series of business development training modules.



Despite some logistical difficulties common to most pilot programs, this collaborative effort was the type of synergistic activity encouraged by USAID.

**Latest statistics of the Pilot ENRMA Credit Program.** As indicated by the following table, as of March 31, 2001, the IR-3 team has disbursed a total of **1,910 loans** valued at **58,693,500 GNF** to **9**

entrepreneurs and 1,901 members of 63 GIEs (*Groupements d'Intérêt Economique*) in the ENRMA target zones under the auspices of the Pilot ENRMA Credit Program<sup>1</sup>.

Statistics of the Pilot ENRMA Credit Program as of March 31, 2001							
Préfecture	Type of Client		Number of Clients or Members			Amount of loans disbursed (GNF)	Amount of loans outstanding (GNF)
	No. of entrepreneurs	No. of associations (GIEs)	M	W	T		
Lélouma	4	16	110	303	413	16 240 000	8 829 700
Tougué	4	35	358	752	1 110	34 753 500	32 453 800
Kindia	0	12	161	225	386	5 600 000	5 315 100
Labé	1	0	1	0	1	2 100 000	1 725 000
<b>TOTALS</b>	<b>9</b>	<b>63</b>	<b>630</b>	<b>1 280</b>	<b>1 910</b>	<b>58 693 500</b>	<b>48 323 600</b>
%	13%	88%	33%	67%	100%		

The following table provides a breakdown of the loans disbursed under the auspices of the ENRMA's Pilot Credit Program and the Network of C<sup>3</sup>s by activity sector:

A Breakdown of the Loans Disbursed Under the Auspices of the ENRMA's Pilot Credit Program and the Network of C <sup>3</sup> s by Activity Sector as of March 31, 2001					
SECTOR	Agriculture Production & Marketing	Commercial Trading	Artisanat	Service-Related Activities	TOTAL
Kindia	289	175	0	0	473
Lelouma	377	30	1	6	414
Tougue	1 108	113	1	0	1 222
Labé	0	0	1	0	1
<b>TOTAL</b>	<b>1 783</b>	<b>318</b>	<b>3</b>	<b>6</b>	<b>2 110</b>
Percentage (%)	84.5%	19.7%	62.3%	51%	100%

<sup>1</sup> It should be noted that the number and amount of loans include those disbursed to both on-farm and off-farm related enterprises.

### 3. Progress toward IR-3 Benchmarks

The following table indicates the progress made by the IR-3 team as of March 31, 2001, in achieving benchmarks related to IR-3 activities.

Progress towards IR-3 Benchmarks as of March 31, 2001			
NUMBER	INDICATORS	PROJECTIONS	ACTUALS
		(Cumulative)	(Cumulative)
		3.31.2001	3.31.2001
14 (IR 3a)	Number of enterprises newly established in the activity zones	280	338 <sup>1</sup>
15 (IR 3b)	Number of enterprises that have expanded in the activity zones	750	836 <sup>2</sup>
16 (IR 3.1a)	Number of enterprises that adopt new management techniques	605	1,087
17 (IR 3.1b)	Number of enterprises that are still in existence at least one year after having adopted a new management technique	55	66
18 (IR 3.2)	Number of enterprises having adopted new technologies in the activity zones	178	133
19 (IR 3.3a)	Number of loans granted in the project zones	540	2,110 <sup>3</sup>
20 (IR 3.3b)	Amount of loans granted in the project zones (thousands GNF)	12,900	72,186.5 <sup>4</sup>
21 (IR 3.3c)	Number of savers in the project zones	700	1,508
22 (IR 3.3d)	Amount of money saved in the project zones (thousands GNF)	7,250	96,932
23	Number of visitors each month visiting the Enterprise Development Centers - CDEs	150	153 <sup>5</sup>
24	Rate of operational viability of the Enterprise Development Centers - CDEs (Total Revenues/Total Costs)	10%	12.8%
25	Number of Community Savings Unions (C <sup>s</sup> ) created in the project zones	16	18

As indicated by the table above, despite the suspension of the project's activities in the Forest Region, the IR-3 team was able to reorient its efforts and resources and expand its micro-enterprise development activities in the prefectures of Kindia, Lélouma, and Tougué and meet or surpass all but one of its performance indicators as set forth in the project's first 18-month work plan.

During the first eighteen months of the project, the IR-3 team was unable to meet its indicator related to the number of enterprises having adopted new technologies in the activity zones. This was due primarily to the fact that the IR-3 team experienced delays in procuring the services of the consultant who eventually helped the project staff develop its Enterprise Development Subsector Support Program. Originally scheduled for the second quarter of 2000, due to security concerns, the consultant postponed his visit until December 2000. Nonetheless, as mentioned in earlier sections, the IR-3 team has already initiated several appropriate technology activities under the auspices of its Enterprise Development Subsector Support Program and hopes to make up any lost ground in this area during the next six months of the project.

### 4. Progress toward VITA and PRIDE/Formation's Match Requirement

Even though the IR-3 team has concentrated its efforts on the time-consuming start-up tasks of the new project, both VITA and PRIDE/Formation remain on target in their matching requirements. It should be noted that the IR-3 team's match requirement for the ENRMA will come primarily from the following sources:

<sup>1</sup> 338 enterprises newly established as a result of PRIDE/Formation's interventions.

<sup>2</sup> 799 enterprises that have expanded their activities as a result of PRIDE/Formation's interventions and 37 enterprises that have expanded their activities as a result of the CDE/Enterprise Development Subsector Support Program.

<sup>3</sup> 1,910 members of Groups/Associations and 9 individual entrepreneurs benefited from loans disbursed under the auspices of the ENRMA Pilot Credit Program, and 200 C3 members received loans from the various operational C3s.

<sup>4</sup> 58,693,500 GNF for members of Groups/Associations and/or individual entrepreneurs benefited from loans disbursed under the auspices of the ENRMA Pilot Credit Program, and 13,493,000 GNF C3 members received loans from the various operational C3s.

<sup>5</sup> Since August 2000, the two CDEs (Conakry and Lobé) registered 1,231 visits (1,231 visits/8 months = 153 average monthly visits).

- Local revenues generated by PRIDE/Formation's enterprise development services,
- Local revenues generated by the Enterprise Development Centers (CDEs),
- Interest earned and savings mobilized by the project's pilot credit program and the C<sup>3</sup> network,
- Other funding mobilized by VITA to support its ENRMA activities.

In this context, VITA has generated the following funds, which contributed to its matching requirements:

<b>VITA &amp; PRIDE/Guinée/Formation's Match Contributions as of March 31, 2001</b>		
<b>NO.</b>	<b>TYPE OF MATCH</b>	<b>Total Match as of 3.31.2001</b>
1	PRIDE/Formation: Local revenues generated by the local NGO's training activities	\$71,786.54
2	VITA: International Foundation funding to support the CDEs <sup>1</sup>	\$13,719.54
3	VITA: Value of donated computer equipment acquired by VITA for the CDEs	\$ 3,576.85
4	VITA: Local revenues generated by the CDEs	\$ 4,453.00
5	VITA: Interest & fees earned on loans of the PEGRN Pilot Credit Program	\$ 1,614.00
6	VITA: Interest & fees earned and savings mobilized by the C <sup>3</sup> network	\$ 21,211.00
<b>TOTAL</b>		<b>\$ 116,360.93</b>

## **5. Problems Encountered, Lessons Learned, and Observations**

The following section provides a summary of the different problems encountered by the IR-3 team during the first eighteen months of project implementation. Where issues still remain, recommendations are offered, as necessary, in an attempt to identify ways of resolving them.

### **Delays in Project Start-up**

The procurement of project equipment, especially the vehicles, motorcycles, generators, and computer equipment, took much longer than originally expected – primarily due to the difficulties faced by the project's administrative staff in trying to get the equipment exonerated from taxes and pushed through Guinean customs. While these delays had a negative impact on the start-up of certain project activities, the project's management staff, with support from the USAID Mission, finally found a way to facilitate the process and make up for lost time.

### **Security Issues**

Security remains a serious issue for the project as the border attacks in the Forest Region increased in frequency and in degree of violence. The instability has already had serious socio-economic repercussions on the country and caused a major programmatic setback for ENRMA as the project was forced to suspend its operations in 50% of its intervention zones. Hundreds of civilians have been killed as a result of the fighting, tens of thousands of Guineans have fled the violence in the region to neighboring towns such as Kankan, and hundreds of thousands of refugees are unaccounted for. The UN officially declared the Forest Region a "War Zone", and the UNHCR and other humanitarian organizations are unable to provide badly-needed support to the refugees. In response to the situation, the project closed down its operations in the Forest Region and has intensified its operations in the prefectures of Kindia, Lélouma, and Tougué. Because of the potential for continuing security concerns, project staff remain on alert and coordinate closely with USAID regarding travel advisories and other restrictions.

<sup>1</sup> The total funding from the International Foundation for year 1 is \$14,000, of which VITA spent \$ 13,719.54 as of March 31, 2001.

## Performance Indicators

As discussed in detail in the Project Administration and Logistics Section of this report, two separate Business Development Service Specialists who have carried out consultancies for the project identified the following weaknesses in ENRMA's performance indicator package for IR-3:

- The strict application of the somewhat artificial division between on-farm and off-farm enterprise activities could motivate project staff to prioritize non-agricultural production enterprises to the detriment of agricultural-related enterprise activity, despite the fact that over 90% of the rural enterprises in Guinea are linked to the agriculture sector in one way or another.
- The current indicator package for IR-3 does not capture the results of the IR-3 team's efforts as they relate to the creation, expansion, and financing of agricultural production enterprises, as in the case of the project's business development support offered to a large number of women's gardening cooperatives.
- Finally, there is a fundamental problem with the use of the number of newly-established enterprises within target zones as a measure of project success. This is largely because it is difficult to justify the causal link between efforts contributed by the institutions working under the ENRMA IR-3 umbrella and the creation of any particular business. Specifically, as the consultants pointed out, it is unlikely that the enterprise development activities offered by the IR-3 team in and of themselves can lead to the creation of a business. Other factors must be present, including a favorable business environment, available financing, and reasonably positive market circumstances, amongst others.

In light of these observations and in order to improve coordination between the different Intermediate Results, Winrock International submitted a letter to the SO1 Team at USAID requesting the revision of the current ENRMA indicator package so that: (1) the IR-3 interventions targeting on-farm rural enterprises and the results of these activities are taken into account by the project's performance monitoring plan; and (2) the IR-3 performance indicator related to the number of newly-established enterprises within target zones receives minimal attention or be removed altogether because of this problem of attribution. In its place, the IR-3 team recommended the use of the number of businesses in expansion as measured by asset growth, increased sales, or employment generation. During the first quarter of 2001, the Winrock COP informed the ENRMA Director of Enterprise Development that USAID has accepted, in principle, point 1, and would be willing to reexamine point 2 during the next Indicator Workshop to be organized by the Mission over the next few months.

### C<sup>3</sup> Creation/Local Population Participation

As already mentioned, an area of concern for the IR-3 team was the reluctance the team witnessed on the part of the local populations in the Districts of Djinkan, Balaya-Centre, and Linsan-Centre to participate actively in the activities of the C<sup>3</sup>s. The project's Rural Financial Services agents looked into the issue and found that one of the causal factors was the existence of conservative Islamic leaders (Imans) in these three Districts who discouraged members of the local population from participating in the C<sup>3</sup>s because of what they felt was a violation of the *Riba*, the Muslim interdiction of the payment of interest rates. Of more concern was the agents' understanding that the problem was also directly related to a high level of distrust of savings deposits instruments following a widespread loss of savings when *Crédit Mutuel* closed some of its offices in these areas over the past several years. Unfortunately, the already high level of mistrust was compounded during the first quarter of 2001 as *Crédit Mutuel* was forced to shut down its operations due to its current liquidity crisis. The Ministry of Finance has announced that the Guinean Government has put in place a Commission to oversee the repayment of *Crédit Mutuel's* outstanding savings deposits. The local populations are still not very optimistic about the GOG's capacity to respect this declaration.

In order to overcome these constraints, the IR-3 team has decided to intensify its contacts with the local authorities, religious leaders, and the local populations to discuss these issues and to develop strategies

to overcome these entry barriers. As has been the case with other decentralized micro-finance institutions in West Africa, as the C<sup>3</sup>s initiate lending to their members, the participation of the local population in the activities of the project will likely improve.

### **Enterprise Development Centers (CDEs)**

The primary purpose of the CDEs created under ENRMA was to provide MSEs in the targeted areas with timely and valuable information that could help them make good technology choices that would allow them to transform their businesses. Specifically, the CDEs were conceived as a means of:

- Helping MSEs access relevant information that would help them make better decisions about businesses and business expansion,
- Assisting MSEs with the identification of the necessary technology to speed up their production process and save labor, increase the efficiency of the production process, improve product quality, and foster innovation,
- Providing a training center for NGOs, farmers, and entrepreneurs,
- Creating linkages among and bringing various stakeholders together (for example, in developing, debating, and adopting a town development plan through a participatory appraisal process),
- Fulfilling an advocacy role by bringing together and helping create associations as necessary.

The Centers were also supposed to be used in the development of rural radio programming. Programming was to be developed with local performers in local languages on enterprise development themes and opportunities as well as on new technologies, marketing, and NRM issues, including the Land Code.

In addition to these primary services, it was foreseen that the CDEs would offer services such as Internet access, computer literacy training, photocopying, and other best-practice business development services. These would be offered to local businesses, NGOs, and other institutions at commercial rates in order to contribute to the cost-recovery efforts of the Centers and insure their long-term financial viability.

Over the first 18 months of project implementation, CDE staff have experimented with both the primary and secondary services mentioned above. During this time, CDE staff took advantage of the demand for the secondary, more-profitable services offered by the CDEs to establish a track record and clientele that would allow the CDEs to live up to project cost recovery expectations and requirements. At the same time, staff worked to provide rurally-based enterprises and organizations with the kinds of services that could help them to expand. To this end, the CDEs have already successfully aided rural clients to establish recognizable products, create business linkages, and develop markets.

Over the next 18 months, the CDEs will widely publicize these success stories to make their services better known to rural entrepreneurs. VITA will also work closely with CDE staff in:

- Using the CDEs to advocate and educate on a government level as well as to forge linkages that can facilitate trade and the development of alternative livelihood mechanisms,
- Relaying and addressing the informational and technology needs of the rural enterprises in the target zones,
- Exploring collaboration with the GTZ's small grants program to underwrite testing of appropriate technologies, and working with local artisans in the ENRMA target zones to locally manufacture tools,
- Working with local animators to develop a "show" or soap opera that would be broadcasted on Rural Radio and provide insight into NRM and specific appropriate technologies.

## 6. Perspectives for the Second Quarter of 2001

During the second quarter of 2001, the IR-3 team plans to undertake the following activities under the auspices of the Expanded Natural Resource Management Activity (ENRMA):

- Finalize the IR-3 18-month Work Plan for the period of April 1, 2001, to September 30, 2002,
- Organize a series of business development training sessions for rural enterprises at the District level,
- Reorient the activities of the Enterprise Development Centers (CDEs) to increase their contribution to the achievement of the project's overall objectives and indicators,
- Intensify the activities under the auspices of the IR-3 team's Enterprise Development Subsector Support Program in the ENRMA activity zones,
- Begin operations of several new C<sup>3</sup>s in Lélouma, Tougué, and Kindia, and finalize the *Statuts and Règlement Intérieurs* for the C<sup>3</sup>s with guidance from the IR-3 team's legal advisor.

## 7. Reports and Publications

The table below provides a list of the various reports and publications that were produced by the IR-3 team and the different consultants providing short-term technical assistance under the auspices of Intermediate Result 3 of the ENRMA.

<b>List of Reports and Publications Produced under the Auspices of IR-3</b>		
<b>REPORTS &amp; PUBLICATIONS</b>	<b>AUTHOR</b>	<b>DATE</b>
Participatory Sub-sector Analysis (Potatoes, Pineapples and Palm Oil)	Jill Donahue	January-March 2000
Recommended Impact Indicators ENRMA Intermediate Result 3	Malcolm A. Versel	April 6, 2000
<i>Rapport Final: Etude de Marché des Centres de Développement des Entreprises</i>	WAC Engineering	March-April 2000
<i>Plan d'Affaire des Centres de Développement des Entreprises</i>	Ibrahima Kona Baldé Alpha Alimous Diallo Goureissy Dia	May-September 2000
<i>Manuel de Participant: Séance de Formation sur les Indicateurs de Performance des Institutions de Microfinance (IMFs)</i>	Richard Kimball	May 2000
<i>Les Principes et Pratiques de la Gouvernance pour les ONGs Locales du PEGRN</i>	Richard Kimball	June 2000
<i>Etude de Faisabilité pour les Caisses Communautaires de Croissance - C<sup>3</sup> du PEGRN</i>	Angeline Koundouno Camara	May-June 2000
<i>Rapport de Mission: Le Développement de la Méthodologie et des Manuels d'Opérations pour les Caisses Communautaires de Croissance - C<sup>3</sup> du PEGRN</i>	Adama Kodio Edited by Angeline Koundouno Camara & Richard Kimball	July-August 2000
Manuel du Programme de Crédit du PEGRN	Richard Kimball & Angeline Koundouno Camara	September 2000
Program Performance Report for 4 <sup>th</sup> Quarter 1999: ENRMA IR3	Richard Kimball	January 2000
Program Performance Report for 1 <sup>st</sup> Quarter 2000: ENRMA IR3	Richard Kimball	April 2000
Program Performance Report for 2 <sup>nd</sup> Quarter 2000: ENRMA IR3	Richard Kimball	July 2000
Annual Program Performance Report (October 1, 1999 to September 30, 2000): ENRMA IR3	Richard Kimball	October 2000
Program Performance Report for 4 <sup>th</sup> Quarter of 2000: ENRMA IR3	Richard Kimball	January 2001
Program Design for a Business Development Services Information, Education and Communication (IEC) for IR3	Tim Canedo	January 2001

## V. IR-4: Favorable Policy Environment Established

### JANUARY-MARCH 2001 INDICATORS\*

INDICATORS		Expected 1 <sup>st</sup> Quarter			Actual 1 <sup>st</sup> Quarter Results
		1	2	3	
26	Number of forests co-managed by the communities and other institutional partners	0			4 forest management committees created (1 for Suti Yanfu + 3 for Bakun), official recognition pending DNEF approval
27	Number of community forests managed by cooperatives that are formally recognized	0			0
28	Number of land use contracts signed between land users and property owners	15			19
29	Number of dissemination activities conducted related to the laws, texts, and decrees regulating the management of natural resources	4			19

\* This table presents only expected and actual results for the 1<sup>st</sup> quarter of the calendar year, not accumulated results.

#### 1. Overview

The principal activity for the IR-4 team members in all three prefectures during the past quarter was to develop (revise, in the case of the Nialama Forest Committee (FC)) the statutes and by-laws for each of the Forest Management Committees. The documents for the Forest Committees in Suti Yanfu and Bakun have been translated into the appropriate local languages and were reviewed and approved by the population at large. After approval by the local population the documents were submitted in March 2001 to the DNEF for official approval.

During the first quarter of 2001, five workshops addressing the land contract mechanism were organized. A total of 263 people (including 57 women) were trained in the use of this tenure security tool, resulting in the signing of nineteen new contracts and a commitment on the part of the workshop participants to sign at least twenty additional contracts before the end of April 2001.

Other significant activities include: 1) a study tour to Senegal and the Gambia on "Biodiversity and Forest Protection" involving ten individuals, eight of whom are traditional hunters living in villages incorporated in the co-management activity and 2) literacy training (Arabic and Latin) in seven locations surrounding the Nialama Classified Forest.

On the national level, a significant policy decision was made concerning the national land tenure code. The Government of Guinea approved the "*Declaration de Politique Foncière en Milieu Rural*" on 20 March 2001; this is a document to which we have contributed actively over the years. The "*Declaration*" recognizes that the National Land Code requires revision so as to better incorporate local rural realities; this is a position that USAID has advocated since 1993. We are working closely with the special council assigned to land tenure issues at the national-level to coordinate and incorporate several concrete activities into next year's PEGRN work plan that respond to the new national policy.

#### 2. Sub-IR 1.3: Co-Management of Classified Forests

The PEGRN co-management activity was the subject of severe criticism from the PEA team who was in the field for five weeks during this first quarter. Their report has yet to be finalized, but from the feedback we have had thus far, the PEA team has cited numerous difficulties with the technical quality

of much of the work thus far completed under the activity. Furthermore, numerous organizational and socio-economic issues have been mentioned. The PEGRN has already taken steps to redress several of the issues and will continue to tackle other major areas of criticism over the coming months.

## 2.1 1.3.2 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 Quarter of 2001. The most important of these activities include:

- A planning workshop with the Comité Forêt, held on January 16-17, with the objective to elaborate a 15-month work plan. Eighteen out of twenty-one members were present, along with three DNEF agents and Elhadj Tounkara (WI). The Action Plan has programmed twenty-three major activities to be carried out throughout the next 15 months.
- The Nialama Comité Forêt reviewed and revised their statutes and by-laws during a three-day workshop (February 20-22, 2001). During this workshop, the roles and responsibilities of the different actors in the co-management activity were developed. In addition, the CF worked through and agreed upon the various sanctions and fines necessary to ensure the sound and sustainable management of the classified forest.
- The PEGRN engaged three villager-trainers to conduct a six-week Pular literacy course using the standardized Arabic script. We have organized the training in three different “literacy centers” regrouping a total of nine villages. A total of 57 people, of which 2 were women, were trained under this activity.
- On March 12, seven trainers, trained under the PEGRN, were installed in seven “literacy centers” surrounding the Nialama Classified Forest to conduct Pular literacy training, using the Latin alphabet. The courses will continue for twelve weeks with the objective of providing the participants with a basic level of literacy. Literacy training in Latin script is especially important when targeting women. A total of 251 people (108 women) are being trained under this activity.
- Ninety people participated in the “Assemblée Inter-Villageoise” on March 14-15, 2001. The Assembly reviewed and approved various decisions that had been taken by the CF in the previous months, including approval of the revised statutes and by-laws.
- Cecilia Polansky worked, in collaboration with DNEF agents, on several important technical matters, including the necessary steps for developing a sound plan for harvesting the *bani* (*Pterocarpus*) found in the NCF, information regarding bamboo harvesting, and issues related to the agro-forestry activity under the co-management program. DNEF agents and local sawyers received training from Polansky on 1) the use of the GPS instrument and 2) calculating the standing volume of *bani*.
- Janis Carter, expert in chimpanzee conservation, worked with the PEGRN during a two-week consultancy (January 30 -- February 13, 2001) to identify activities to mitigate the impact of production interventions on the survival of chimpanzee populations residing in and around Nialama. Approaches included:
  - Training and educational components for the groups collaborating on the forest co-management activity, including the ENRMA, DNEF, and CF,
  - Raising the awareness of the plight of chimpanzees in communities living in proximity to the NCF,
  - Continuation of data collection on chimpanzees to measure impacts of production activities on chimpanzee populations,
  - Review the management plan as concerns protected zones, identify critical habitat areas and migration corridors, collect geographic coordinate data for mapping purposes.
- The PEGRN staff, CF and DNEF agents collaborated with the PEA team that visited Nialama to collect information on co-management activities. The PEA team visited several of the management zones and interviewed members of the CF along with other community members as preliminary steps in developing general environmental guidelines for the co-management program.

- The PEGRN staff continued to collect data on critical chimpanzee habitat areas and migration corridors within the forest boundaries as well as in several zones contiguous to the forest limits. These data were collected in collaboration with four hunters who work with the project on chimp-related activities.
- The four hunters working with the PEGRN participated in the study tour to Senegal and the Gambia (February 28 to March 5, 2001). The theme of the study tour was "*Biodiversity and Forest Protection*." The participants first visited the Niokolo National Park in Senegal, observing wildlife and discussing fauna and forest protection issues. The team proceeded to the River Gambia National Park where Janis Carter works on the Chimpanzee Rehabilitation Project. She organized a number of educational activities to enhance the hunters' understanding of the local, national and international importance of biodiversity. The study tour was especially effective in instilling the sense that action at the local-level is not only possible but of vital importance.

## 2.2 1.3.3 Co-Management of the Souti-Yanfou Classified Forest

Over the past months, the PEGRN worked with the newly-formed Forest Committee to complete its statutes and by-laws. The PEGRN assisted the committee to take the steps necessary to formalize its organization. In the upcoming months, the committee and other community members will receive institutional capacity-building training, including institutional management and organization, financial management, and technical natural resource management skills.

The focus of activity for much of quarter was the extensive editing of the statutes and by-laws. Once finalized, the statutes and by-laws were translated into local languages (Susu) and were to be distributed for approval by the population. An Assembly meeting to review and approve the statutes and by-laws was organized, during which a new Forest Committee was elected, involving representatives from all of the participating villages. Once approved by the local population, the documents were submitted to the DNEF for its endorsement.

An interview concerning the PEGRN co-management activity was aired on Rural Radio from Kindia (Soso) and Mamou (Pular). These two emissions completed the initial radio series we conducted on the co-management program. Further emissions will be aired in the coming months in recognition of the importance of Rural Radio as a communication tool.

Twenty-three members of the Suti Yanfu Forest Committee received elementary financial training from PRIDE/Formation as an initial effort to build the capacity of this nascent institution. Two hunters represented the Suti Yanfu FC on the study tour to Senegal and the Gambia (see above for details).

The following table is a summary of the meetings held in the Suti Yanfu Forest Management zone during the first quarter of 2001.

<i>Date</i>	<i>Organization</i>	<i>Objective</i>	<i>Comments</i>
February 6-10, 2001	Member villages, re-grouped	Restitute the statutes and by-laws, elect zone supervisors	A total of 234 attended the various meetings.
March 2, 2001	Comité Forêt Suti Yanfu Nyama Yibi	Assemblée constitutive (AC) to approve their statutes and by-laws. A new Forest Management Committee was elected.	Approved statutes, by-laws, and PV from the AC were sent to the PEGRN chef d'antenne DNEF.

## 2.3 1.3.4 Co-Management of the Bakun Classified Forest

As in Suti-Yanfu, the PEGRN is assisting the three forest committees in Bakun to take the steps necessary to formalize its organization. During the next several years, the committees and other

community members will receive training in institutional management and organization, financial management, and technical natural resource management skills.

Correcting and refining the statutes and by-laws for all three of the forest management committees was the focus of activity for much of the quarter. Mouley Ismaël Diallo (Ballal-Guinée) worked closely with the management committees. Aside from finalizing their statutes and by-laws, they organized an "Assemblée constitutive" for each of the three Bakun management zones. The documents that were finalized and approved in these meetings were sent to the DNEF for their approval.

The field agent also conducted several information-gathering visits to participating villages to collect information on 1) literacy needs, 2) infrastructure needs, and 3) the names of active hunters in the Bakun management zone. This information will allow the PEGRN to better plan future inventions.

Finally, two hunters represented the Suti Yanfu FC on the study tour to Senegal and the Gambia (see above for details). The two hunters who completed this study tour have taken an active role in discussions on forest protection and biodiversity in the Bakun management zone and have contacted the PEGRN looking for effective ways to carry out forest protection activities. The PEGRN is making every attempt to work in collaboration with these two hunters, and any others expressing keen interest, so as to build on this enthusiasm.

The following is a summary table of the meetings held in the Bakun Forest Management zone during the first quarter of 2001.

<b>Date</b>	<b>Organization</b>	<b>Objective</b>	<b>Comments</b>
January 11, 2001	Comité Forêt III/ Hafia Bakun	Assemblée intervillageoise (AIV) to discuss their statutes and by-laws	9 out of 12 members present with 2 women. Made decision to increase their membership from 12 to 36, or 12 reps/village.
January 13, 2001	Comité Forêt II/ Bakun Hamdallaye	AIV to correct their draft statutes and by-laws	20/28 members present, 5 of which were women. This number includes 8 representatives from two new villages wanting to participate in the co-management activity. Decision made to reinforce the membership of the AIV and to designate 2 zone supervisors from each member village.
January 15, 2001	Comité Forêt I/ Pottal Bakun	AIV to correct their draft statutes and by-laws	18/28 members present, with a total of 4 women. Decision made to reinforce the AIV and to designate zone supervisors from each village.
February 8, 2001	Comité Forêt III	Assemblée constitutive (AC) to approve their statutes and by-laws	Statutes, by-laws, and PV from the AC were sent to the PEGRN chef d'antenne DNEF.
February 13, 2001	Comité Forêt I	Assemblée constitutive (AC) to approve their statutes and by-laws	Statutes, by-laws, and PV from the AC were sent to the PEGRN chef d'antenne DNEF.
February 15, 2001	Comité Forêt II	Assemblée constitutive (AC) to approve their statutes and by-laws	Statutes, by-laws, and PV from the AC were sent to the PEGRN chef d'antenne DNEF.

### 3. Sub-IR 4. 1: Elaborate and Apply a Communication Strategy

- We have concentrated on two central policies throughout the entire first 18-month project period: the co-management policy supported by the DNEF and the land contract mechanism.
- On the national level, a significant policy decision was made concerning the national land tenure code. The Government of Guinea approved the "*Declaration de Politique Foncière en Milieu Rural*" on March 20, 2001; this is a document to which we have contributed actively over the years. The "*Declaration*" recognizes that the National Land Code requires revision so as to better incorporate local rural realities; this is a position that USAID has advocated since 1993. We are working closely with the special council assigned to land tenure issues at the national-level to coordinate and incorporate several concrete activities into next year's PEGRN work plan that respond to the new national policy.

## Discussion of Related Indicators

### Indicator 29: Number of dissemination activities conducted related to the laws, texts, and decrees regulating the management of nature resources

- The Statutes and by-laws for the Suti Yanfu Forest Committee and the three forest committees in the Bakun management zone have been translated into local languages. These will be disseminated in either written form or will be recorded on cassette tapes due to the high level of illiteracy in all of the project zones. (4 activities)
- During this quarter, all five of the existing Inter-Village Assemblies met. The objectives of these meetings were cited in preceding paragraphs. The Nialama Forest Committee held two other workshops related to policy matters—one two-day planning workshop allowed the FC to develop a work plan for the next fifteen months, and a three-day workshop was organized to further revise and finalize the FC's statutes and by-laws. (7 activities)
- The IR-4 agents organized workshops on the land contract mechanism in Souguéta, Kolenten, Tougué Center, Koïn, and Lélouma Center. (5 activities)
- "Atelier sur la Cogestion des Forêts Classées" was organized by the Coordinateur National Adjoint du PEGRN/DNEF (February 2-4, 2001) with 48 participants. (1 activity)
- The study tour to Senegal and the Gambia also contributes to the achievement of this indicator. (1 activity)
- An emission on Rural Radio on the co-management activity took place. (1 activity)

## 4. Sub-IR 4.2: Reinforcement of Rural Land Tenure Security

### 4.1 Develop and implement program for widespread adoption of legally-sound written contracts

During the first quarter of 2001, five workshops addressing the land contract mechanism were organized in the following CRDs/CUs: Koïn, Tougué Center, Lélouma Center, Souguéta, and Kolenten. A total of 271 people (including 63 women) were trained in the use of this tenure security tool, resulting in the signing of nineteen new contracts and a commitment on the part of the workshop participants to sign at least twenty additional contracts before the end of April 2001.

The "*Declaration de Politique Foncière en Milieu Rural*", approved on March 20, 2001, endorses the use of the land contract mechanism as a viable and efficient means for rural landowners and land users to enhance their tenure security. We will continue to work closely with the special council assigned to land tenure issues at the national-level to coordinate and incorporate several concrete activities into next year's PEGRN work plan that respond to the new national policy.

In addition, Julie E. Fischer was invited to be a member of the "Tenure Security" working group organized at the national-level, in response to the current national "Lutte Contre la Pauvreté" program. The working group has consulted Dr. Fischer as they work to formulate their initial strategy proposal.

The following is a summary table for the land contract workshops organized this past quarter.

<i>Date</i>	<i>CRD</i>	<i># of participants</i>	<i># of contracts signed prior to 1<sup>st</sup> Quarter</i>
January 21-22, 2001	Tougué Center	49, with 5 women. Participants came from 4 districts: Tougué I, Ballama, Soumpoura, and Pandje.	Nine
January 24-25, 2001	Koin	39 participants (no women present). Participants came from 2 districts: Kafa and Siguirra.	None
January 28-29, 2001	Lélouma Center	65 participants, including 12 women. Participants represented all 7 districts: Petel, Diala I, Diala II, Sanama, Kenery, Poye, and Djinkan.	None, but the action plan cites 15 proposed contracts to be signed in the coming months.
February 16-17, 2001	Souguéta	68 participants, with 25 women present. All districts were represented.	10 contracts were signed in Souguéta with more programmed for the CRD.
February 27-28, 2001	Kolenté	42 participants, including 15 women.	None, but the action plan indicates that a number of contracts will be negotiated in the next several months.

### **Discussion of Related Indicators**

#### **Indicator 28: Number of land use contracts signed between land users and property owners**

Nineteen land contracts were signed this past quarter between land users and property owners as a direct result of the workshops organized in five CRDs within the project zone. Based on the action plans developed in each of the CRD-level workshops and the strong interest endorsing the tenure security mechanism, we expect to witness the signing of a significant number of new land use contracts within the coming months.

#### **5. Problems Encountered during the 1<sup>st</sup> Quarter of 2001/Perspectives for the Next PEGRN Work Plan**

1. Outstanding protocol and financial issues between DNEF/Winrock/USAID continue to plague us and create a severely crippled work relationship. Once again, I insist that these issues need to be clarified and resolved without further delay.
2. Various issues related to the lack of coordination amongst various PEGRN-activities and the inefficient use of time in the field continue to pose difficulties for IR-4 agents. We continue to work to correct these inefficiencies.
3. The PEGRN needs to employ more people for the co-management activity. A highly-motivated and dynamic RI-4 agent should be assigned to each of the three forests included in the co-management activity. Currently, the human resources designated to the co-management activity are inadequate. The PEGRN must be involved in the selection of these additional agents, even if they will be working under the auspices of one of the collaborating NGOs.

## **VI. Training / Monitoring and Evaluation**

### **1. Introduction**

This report is the result of three months of training provided by the various sectors of the Expanded Natural Resource Management Activity (ENRMA) to reinforce the capacities of the agents of the NGO partners of the project and the community groups and associations.

This report will contribute to giving a clear vision of the progress achieved by the project during the last three months.

The final goal of this training program is to reinforce and develop the capacities of the participants of all institutions, organizations, and village associations involved in the establishment of a long-term program through a community and participative approach in terms of rational natural resource management for sustainable agricultural production. The end goal is the perpetuation of the system.

The groups targeted for these trainings were individual farmers and members of market gardening groups or other existing organizations, entrepreneurs, the staff of local NGOs, the agents of the ENRMA, and the local agents of the DNEF involved in the co-management of the classified forests of Nyalama, Souti-Yanfou, and Bakoun.

The trainings aimed at five fundamental aspects:

1. Training of community organizations in the development of natural resource management plans,
2. Training of NGO agents and farmer trainers in long-term management of natural resources and in production techniques,
3. Training of NGO agents and key farmers in the dissemination of natural resource management techniques and of agricultural information to users,
4. Training for the development of small- and micro-enterprises,
5. Training on the mechanisms of establishing land contracts and on the co-management of classified forests, and literacy training.

From January 1 to March 31, 2001, different training themes have been developed by the different partners involved in the various activities working toward the intermediate results. The number of people trained from January 1 to March 31, 2001, is 3,794, of which 1,796 were women (47.34%) and 1,998 were men (52.67%).

In this report, the themes of training are presented by intermediate result, and the objectives, the targets, the number of participants for each training (men and women) are presented in the text that follows and in the tables.

## **2. Intermediate Result 1: Natural resource management planning skills acquired and applied by community-based organizations**

The training themes focus on enabling the community to use the many available natural resources in Guinea in a sustainable manner. To this end, the strategy is to involve all components concerned: communities, NGOs and the DNEF, assisted by the Winrock team. Under IR-1, the training consisted of emphasizing and focusing on planning needs and natural resource management by the communities.

957 people were trained, 515 of whom were women. The trainees were made up of farmer leaders and the agents of the local NGO and the GOG. Training themes included the following:

- Village diagnosis,
- Participative planning ,
- Village diagnosis and techniques,
- Collaboration workshops,
- Planning capacity reinforcement,
- Action plan development (Lélouma, Tougué, Kindia),
- Improved stoves,
- Creation of compost.

The goals of these trainings were:

- To acquire and apply planning and sustainable NRM skills by the communities,
- To reinforce the capacity of NGO and GOG agents in order to help communities in the planning and execution of natural resource management plans,
- To reinforce the organizational capacity of community organizations, etc.

### **Training of NGO and GOG Agents**

To date, seven agents of Ballal-Guinée, ADEG, and UGVD have been trained in village diagnosis and techniques, eight agents have been trained in the reinforcement of planning capacities, and six have been trained in the development of action plans for the prefectures of Lélouma, Tougué, and Kindia.

### **Training of Farmer Leaders**

The training of farmer leaders in the prefectures of Lélouma, Tougué, and Kindia is very important. Five themes have been developed, and 53 farmers attended the training in village diagnosis, 61 attended the collaboration training workshop, 37 people attended the training in participative planning, 437 people in the creation of compost, and 348 in improved stoves. The women represent 53.82% of the people trained.

The following text and Table 1 give some information on the different themes, as well as the number of participants in the training modules for IR-1.

#### 1. Collaboration Workshops

The objectives of these workshops were to collaborate on technical village diagnoses and to reinforce capacities of analyzing the situations of resource farmers. The training sessions organized included a total of 61 people, of which 15 were women. These trainings were given by the agents of the UGVD, Ballal-Guinée, ADEG, the IBGRN, and AACG, assisted by the IR-1 leader.

#### 2. Village Diagnosis

The objective of this training workshop was to train resource farmers in the acquisition of skills in diagnosing situations and to train farmer-leaders in the development of management plans. A total of 53 people, of which 17 were women, received this training. These trainings took place over the course of several sessions and were given by the agents of UGVD, Ballal-Guinée, ADEG, IBGRN, and AACG.

#### 3. Village Diagnosis and Techniques

Training in technical village diagnosis was organized in Souguéta, and the people targeted were 7 agents and field trainees of the NGO ADEG/Mamou. The objective was to propose and reinforce the acquisition of the methodological development of NRM plans and to prepare ADEG agents for the field phase.

#### 4. Workshop to Reinforce Planning Skills

Organized by the component leader, this training was aimed at the IR-1 agents of NGO partners. The objective was to reinforce the skills of the leader-agents of IR-1 in participative planning and to discuss the strengths and weaknesses of the approach. 8 agents took part in this training.

#### 5. Workshop to Develop IR-1 Action Plan

The objective of this workshop was to revise the IR-1 indicators for the period of October to March 2001 and to develop the action plan and its timeframe of execution. 8 IR-1 field agents took part.

#### 6. Participative Planning

A total of 37 resource farmers, of which 15 were women, from the villages of Siguir Missidé, Bolé Kegna, Kaffa 2, Tyankoye, and Salouma were introduced to participative planning. The objective was

to train them so that they would be able to train others, in turn, and describe the process of the development of NRM plans.

### 7. Improved Stove Demonstrations

The majority of the farmers trained in improved stoves were women (224 out of 348), which demonstrates once again their interest in economizing energy and protecting forest resources. The demonstrations took place in the villages of Guemma, Ballama, Kourately, Tyoupia, Ley Séere, N'Diré, and Damby. The objective was to demonstrate to the farmers the importance of improved stoves that reduce the consumption of wood and decrease the pressure on the environment.

### 8. Creation of Compost

The objective was to enable farmers to gain easier access to organic manure using appropriate technology. A large number of peasants took part in these practical field demonstrations and are, today, able to promote the compost technique in neighboring villages. A total of 437 peasants, of which 224 were women, received the training.

The table below summarizes these training activities.

**Table 1: List of Training Themes and Targeted Trainees**

No	Training Themes	Targeted Trainees	Number of Participants		
			M	W	Total
1	Village diagnosis and techniques	Agents of NGO partners (ADEG, UGVD, BALLAL-GUINEE)	6	1	7
2	Training in planification skill reinforcement		8	0	8
3	Training in action plan development in Lélouma, Tougué, and Kindia		6	0	6
TOTAL 1			20	1	21
4	Training in collaboration	Resource farmers	46	15	61
5	Village diagnosis		36	17	53
6	Participative planning		22	15	37
7	Creation of compost		194	243	437
8	Improved stoves		124	224	348
TOTAL 2			422	514	936
Total number of people trained January-March 2001			442	515	957
PERCENTAGE (%)			46,19%	53,82%	100%

### 3. **Intermediate Result 2: Productivity of farms in activity zones increased**

Training occurred in the following two areas:

- A. Production
- B. Commercialization

#### **A. Production**

The objective of the training activities in the area of production was the reinforcement of the capacities of targeted groups involved in the diffusion of sustainable production practices. Among these agricultural practices are those that improve the fertility of soils (organic manure, compost, mulch, etc.) and improved varieties (improved seeds). The target population were farmer trainers and the different market gardening groups in the prefectures of Kindia, Tougué, and Lélouma, as well as partner NGO agents.

## **Training of Market Gardening Groups of Tougué, Lélouma, Kindia, and the Forest Region**

A total of 933 farmers of market gardening groups have been trained in compost, mulch, improved seeds, and organic manure. 216 farmers have been trained in compost, of which 78 were men and 77 were women; 933 farmers have been trained in improved seeds, and the same people were trained in organic manure; and 155 people have been trained in mulch. A brief description of each of these training themes is given below.

### **1. Compost**

The people trained in the techniques of making compost were farmers of market gardening groups from Tougué, Lélouma, and Kindia. The objective was to enable them to better understand compost—its importance, preparation techniques, and its agricultural use. A total of 216 peasants, of which 143 were women, benefited from the training.

### **2. Mulch**

Like compost, mulch also belongs to the category of agricultural practices that improve the fertility of soil. 155 people, of which 77 were women and 78 were men, have been trained regarding the use of mulch.

### **4. Organic Manure**

Like compost and mulch, organic manure also belongs to the category of agricultural practices that improves the fertility of soil. To date, 933 farmers, of which 557 were women, received the training in organic manure, and the same people benefited from the training in improved seeds.

## **B. Commercialization**

The themes taught in this context aim at:

1. Training producer groups in the use of market information in order to involve them in the decision-making regarding production and marketing,
2. Training groups or associations in the use of price charts with pictures for the diffusion of the price of agricultural products in the four natural regions of Guinea, including the ENRMA zones of intervention,
3. Teaching producer groups how to take care of their products after harvesting, how to improve the quality of their products, and how to join forces with other producers in order to sell their products in the market,
4. Training well-established groups in the use of sophisticated marketing tools and promotion techniques,
5. Reinforcing the administrative and technical capacities of the leaders of the ACA and community groups and associations in achieving their tasks through improved management of administrative and financial activities, etc.

To achieve these fundamental objectives, six training themes were taught by ACA trainers assisted by the Farmer-to-Farmer program, including:

- Techniques of human resource management,
- Techniques of market information usage,
- Techniques of developing business plans,
- Management of cooperatives and other associations,
- Management of client services,
- Techniques of agricultural statistics usage.

For information regarding training themes and targeted trainees, refer to Table 2 below.

**Table 2: List of Training Themes and Targeted Trainees**

No	Training Themes	Targeted Trainees	January – March 2001		
			M	W	T2
1	Compost	Members of the market gardening groups	73	143	216
2	Mulch		78	77	155
3	Improved seeds		376	557	933
4	Organic manure		376	557	933
<b>TOTAL 1</b>			527	777	1304
5	Human resource management techniques	- ACA agents, groups & assoc. - AVP of ACA - ACA personnel	51	14	65
6	Techniques of market information usage		179	39	218
7	Agricultural statistics		2	1	3
8	Techniques of developing business plans	Agricultural training agents, groups, administrators of private schools, carpenters, wood traders	179	39	218
9	Managing cooperatives and other associations	ACA agents, groups, and associations; NGO representatives, groups, and associations; ACA senior staff, groups, and associations	22	31	53
10	Management of client services		22	31	53
<b>TOTAL 2</b>			254	85	339
<b>Total trained persons January-March.2001</b>			781	862	1643
<b>Percentage (%)</b>			47,54%	52,47%	100%

**Note:** The 933 people who received training in improved seed varieties (theme 3) are the same 933 people who received training in organic manure. In the calculation, we counted these trainees only once. For Total 2, the people who participated in training theme 6 are the same as those who participated in theme 8. For this reason, we took account of the mentioned numbers only one time. The same goes for themes 9 and 10.

#### **4. Intermediate Result 3: Micro- and small-enterprise activities increased**

In this section, six main themes were developed by VITA and PRIDE / Formation and the CDEs: customer service, simplified accounting in Pular, the spirit/mind of enterprises, marketing, the creation of enterprises, and planning. Below, the objectives of these training sessions, as well as the number of participants, are discussed.

##### 1. Simplified Accounting

The training in simplified accounting first took place in Balaya Center on January 24-25, 2001, and involved a total of 22 people, of which 6 were men and 16 were women. Another training session took place in Thianguel Bori (Lélouma) with 40 participants, of which 9 were men and 31 were women. Finally, 23 people (8 men and 15 women) from Horé Dioli (Lélouma) and 25 people (21 men and 4 women) from Linsan (Kindia) were trained on March 9-14, 2001. The objective was for participants to become capable of managing the accounting of their activities. A total of 110 people, of which 44 were men and 65 were women, received this training.

##### 2. Spirit/Mind of Enterprises

This training consisted of giving participants a complete and frank evaluation of their potential as entrepreneurs. A total of 173 people, of which 80 were women and 93 were men, received the training on the “Esprit d’entreprise” through the organization of seven workshops offered by PRIDE/Formation,

under the auspices of the PEGRN, in Dow Banga (Balaya), Balaya Center, Kaffa (Tougué), Linsan and Tafari (Kindia), and Woulenko (Tougué).

### 3. Marketing

The objective of the training in marketing was to enable participants to revitalize their enterprises and services through marketing, to advertise effectively, and to improve enterprise management. A total of 46 people, of which 15 were women, received the training in marketing through the organization of two workshops offered by PRIDE/Formation in Labé, under auspices of the PEGRN.

### 4. Creation of Enterprises

The theme was the creation and management of rural micro-enterprises that have an influence on the management of natural resources. A total of 63 people, of which 46 were women, received the training on the creation of enterprises through the organization of workshops offered by PRIDE/Formation in Horé Dioli and Thianguel Bori (Lélouma).

### 5. Client Services

The objectives of these workshops were to give participants the capacity to attract and keep more clients and to supply clients with excellent service. These workshops took place in Labé and Kindia and assembled a total of 68 people, of which 16 were women.

### 6. Planning

The objective was to teach participants efficient planning methods. The training was given in French and included 32 people, of which 5 were women, in the prefecture of Kindia.

With the objective of reinforcing the capacities of Guineans in enterprise development, the Enterprise Development Centers of Conakry and Labé also contributed to training participants. Themes such as computers, soap making, apiculture, improved stoves, etc. were developed.

#### Improved Stoves and Apiculture

One person was trained in improved stoves, and 559 people (22 women) in the apiculture training.

#### Computers

127 people were trained in word processing, formulating spreadsheets, and navigating the Internet.

**Table 3: List of Training Themes and Targeted Trainees**

No	Training Themes	Targeted Trainees	January – March 2001		
			M	W	Total
1	Simplified accounting in Pular	Classified forest committees	44	66	110
2	Spirit/Mind of Enterprises	Individuals, groups	93	80	173
3	Marketing		31	15	46
4	Creation of Enterprises	Groups, private agents of PV	17	46	63
5	Client Service	Entrepreneurs	45	16	61
6	Planning	Entrepreneurs	27	5	32
<b>Total of people trained January-March 2001</b>			<b>257</b>	<b>228</b>	<b>485</b>
<b>PERCENTAGE (%)</b>			<b>52,99</b>	<b>47,01</b>	<b>100%</b>

## 5. Intermediate Result 4: Favorable policy environment established

As land security is one of the fundamental conditions to sustainable natural resource management, informing village authorities and the villagers of their land rights and working with them to develop

mechanisms that will increase their land security is considered by Winrock and its partners one of the essential activities in the context of the democratization and the reinforcement of local institutions.

A number of workshops were organized by the IR-1 component leader with the help of NGO field agents.

To date, 709 people (519 men and 191 women) have been trained in various themes. More than 645 people were farmers residing in ENRMA intervention zones. Other trainees included animator agents of NGO partners and the DNEF.

Seven training themes were developed by the IR-1 component leader with her assistant, and a study trip took place in the Gambia.

#### 1. Mechanisms of Establishing Land Use Contracts

This theme was developed first in Balaya and then in other ENRMA intervention zones. The training was addressed to the leaders of decentralized services, the leaders of local communities, the members of village groups, and animators of NGO partners. The fundamental objective was to familiarize participants with the mechanisms of establishing land use contracts (definition, importance, and procedures of development). A total of 271 people were trained, 63 of whom were women. More details on training themes and targeted trainees are indicated in Table 4.

#### 2. Training of Trainers in Pular with Latin Characters

A total of 11 people, of which three were women, were trained in this theme in Lélouma. The objective was to teach farmers to read in order for them to better understand and be involved in project activities.

#### 3. Training of Farmers in Pular Literacy with Harmonized Arabian Characters

The objective of this training was literacy of farmers in Pular with the use of harmonized Arabian characters. The training took place over a period of eight weeks. The targeted trainees were inhabitants of the villages of Télibofi, Kagnégandé, and Goundoupi. 112 people participated in this training, of which 4 were women.

#### 4. Training of Farmers in Pular with Latin Characters

A large number of people participated in this training—251 people, of which 121 were women. The objective was to teach farmers how to write in Pular in order for them to better understand the texts and laws relating to the land use contract.

#### 5. Other Training Themes

Other themes of training included: the techniques of animation (for animators), the mechanism of land use contracts (for animators and DNEF agents), and the co-management of classified forests. As part of the reinforcement of capacities and the exchange of experiences, study trips were organized in the Gambia in order to see how chimpanzees are protected there. Those who took part in this study trip included the component leader, farmers, DNEF agents, and NGO agents.

**Table 4: List of Training Themes and Targeted Trainees**

No	Training Themes	Targets	January 1 – March 2001		
			M	W	Total
1	Mechanisms of establishing land use contracts	Farmers within intervention zones	208	63	271
2	Training of farmers in Pular with Harmonized Arabian Characters		108	4	112
3	Training of farmers in Pular with Latin characters		130	121	251
4	Training of trainers in Pular with Latin characters		8	3	11
<b>TOTAL 1</b>			<b>454</b>	<b>191</b>	<b>645</b>
5	Training of animators in animation techniques	NGO agents	3	0	3
6	Training of animators in mechanisms of land use contracts		3	0	3
7	Workshop on the co-management of classified forests		48	0	48
8	Study trip	DNEF & NGO agents, farmers	10	0	10
<b>TOTAL 2</b>			<b>64</b>	<b>0</b>	<b>64</b>
<b>Total number of people trained January-March 2001</b>			<b>518</b>	<b>191</b>	<b>709</b>
<b>PERCENTAGE (%)</b>			<b>73,06%</b>	<b>26,94%</b>	<b>100%</b>

## 6. Conclusion

For the reinforcement of national capacities regarding enterprise development, the Enterprise Development Centers of Conakry and Labé also contributed to training participants. Themes such as computers, soap making, apiculture, improved stoves, etc. were developed.

Other training sessions have also been organized on methods of data collection, on performance indicators, and on the progress of the ENRMA for field agents.

The ENRMA plays a vital role in the development of Guinea through the reinforcement of the capacities of human resources, which is the primary element of development.

Table 5 below presents a summary of the training sessions held, by Intermediate Result.

**Table 5: Number of People Trained from January 1 to March 31, 2001, by Intermediate Result**

Number of People Trained by Intermediate Result	January – March 2001		
	M	W	Total
Intermediate Result 1	442	515	957
Intermediate Result 2	781	862	1643
Intermediate Result 3	257	228	485
Intermediate Result 4	518	191	709
<b>Total number of people trained January-March 2001</b>	<b>1.998</b>	<b>1.796</b>	<b>3.794</b>
<b>Percentage (%)</b>	<b>52,67%</b>	<b>47,34%</b>	<b>100%</b>