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PROJET ELARGI DE GESTION DES RESSOURCES NATURELLES

EXPANDED NATURAL RESOURCE MANAGEMENT ACTIVITY

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

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of the

EXPANDED NATURAL RESOURCE MANAGEMENT ACTIVITY

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A

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ACRONYMS AND ABBREVIATIONS

ACA	<i>Association pour la Commercialisation Agricole</i> (the new name for FICA)
ACIC	Agricultural and Commercial Information Centre
ADEG	<i>Association guinéenne pour l'environnement et le développement</i> , a Guinean NGO working with the project in Kindia Préfecture
AGR	Code for IR2 activities
APARFE	<i>Association pour la protection, l'amélioration des ressources forestières et leur enrichissement</i> , a Guinean NGO implementing activities in Kissidougou in the context of the HEPA programme.
ATL	<i>Agent technique de liaison</i> (an ACA agent working at the regional level)
AVG	<i>Agent de vente des groupements</i> (an ACA agent working with cooperatives)
AVP	<i>Agent de vente des préfectures</i> (an ACA sales agent working at the prefecture level)
Ballal Guinée	A Guinean NGO working with the project in Tougué Préfecture
C ³	<i>Caisse Communautaire de Croissance</i> (rural savings and loans cooperative)
CBO	Community-based organisation
CBNRM	Community-based natural resources management
CRD	<i>Communauté Rurale de Développement</i> (a grouping of communities in a given area equivalent to the sub-préfecture in rural areas)
CDE	<i>Centre de développement des entreprises</i> (the small business and training centers established by the project)
DNEF	<i>Direction Nationale des Eaux et Forêts</i> (the National Forestry Service)
EDAC	<i>Environnement de développement, action et coopération</i> , a Guinean NGO implementing activities in Guékédou in the context of the HEPA programme
ENRMA	Expanded Natural Resources Management Activity
ENV	Code for IR4 activities
FG	<i>Franc Guinéen</i> (the Guinean currency – the rate of exchange was about 1,960 FG/\$1 in September 2001)
FICA	<i>Fondation pour l'Investissement et la Commercialisation Agricole</i> (see also ACA)
FtF	Farmer-to-Farmer. The program operated by Winrock which sends American volunteers to Guinea to provide training and technical assistance to farmers in Guinea
GOG	Government of Guinea
GRN	<i>Gestion des Ressources Naturelles</i> (natural resources management or NRM)
Ha	Hectare – a unit of area equal to 10,000 m ²
HEPA	Health and Environmental Protection Activity
IBGRN	<i>Initiative de base pour la gestion des ressources naturelles</i> , a Guinean NGO implementing activities in Dabola in the context of the HEPA programme
IIP	Initial Intervention Plan
IR	Intermediate Result (in AID's Results Framework)
LOL	Land O' Lakes
MIS	Marketing and Information Specialist
NGO	Non-Governmental Organization
NRM	Natural Resources Management
PEA	Programmatic Environmental Assessment

PEGRN	<i>Projet Elargi de Gestion des Ressources Naturelles</i> (the French name for the ENRMA)
P/F	Pride / Formation (a national NGO sub-contracted to VITA to provide training in small business development)
PGRN	<i>Projet de Gestion des Ressources Naturelles</i> (the former AID-funded NRM project in Guinea which ended in 1999)
PGRN	<i>Plan de Gestion des Ressources Naturelles</i> (NRM Management Plan)
PME	The code for IR3 activities (Petites et micro-entreprises)
PMP	Performance Monitoring Plan
PRA	Participatory Rural Appraisal
PRA	Performance Review Assessment
SO1	Strategic Objective No. 1 for USAID in Guinea
SOW	Scope of Work
UGVD	<i>Union guinéenne des volontaires pour le développement</i> , a Guinean NGO working with the project in Lélouma
USAID	United States Agency for International Development
VAPE	<i>Volontaires d'aide pour la protection de l'environnement</i> , a Guinean NGO working with the project in Tougué
VITA	Volunteers in Technical Assistance
WACODES	West African Cooperative Development Society, a Guinean NGO implementing activities in Dabola in the context of the HEPA programme
WI	Winrock International

A. Introduction

This report is the second annual report submitted by the Winrock International Institute for Agricultural Development to USAID under Award No 675-A-00-99-00222-00, which relates to the implementation of the Guinea Expanded Natural Resource Management Activity or ENRMA¹. The Award was signed by Winrock on 22 September 1999, and implementation of the ENRMA effectively commenced on October 1, 1999. The project will run for a period of five years. This report presents and discusses project activities over the period 1 October 2000 to 30 September 2001.

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

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

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

IR2: Farm production and productivity increased and sustained

IR3: Small and micro enterprise activities increased

IR4: Favorable policy environment established

The planning and execution of Winrock's program of activities in Guinea under the ENRMA reflects this framework in the sense that the technical teams are broadly organized along these lines². The presentation of activities in this annual report also follows this structure.

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

- ξ Volunteers in Technical Assistance (VITA), based in Arlington, Virginia, USA
- ξ Land O'Lakes Inc, based in Arden Hills, Minnesota, USA
- ξ L'Association pour le Commercialisation Agricole (ACA), based in Conakry, Guinea.

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

In general terms, Winrock takes the lead on IR1 and IR4; VITA manages IR3 with assistance from Pride/Formation; and Winrock, Land O'Lakes, and ACA share responsibility for IR2—with Winrock managing the production side and LOL and ACA coordinating marketing and commercialisation activities.

The project's government partner is the Forestry Service (the *Direction Nationale des Eaux et Forêts* or DNEF) which is housed in the Ministry of Agriculture. The National Director of the DNEF, Mr. Matthias Haba, is the National Coordinator for the project. An Associate National Coordinator, Mr. Dantily Diakité, is allocated full-time to the project. In addition, another nine forestry agents are attached to the project: two *Chefs d'antenne*, currently based in Labé; and seven forestry engineers who provide technical support to the classified forest co-management program.

¹ The ENRMA is also known by its French name, the *Projet Elargi de Gestion des Ressources Naturelles*, or PEGRN. In addition, the ENRMA is sometimes called the ENRMA, where the P stands for Project.

² The complete Results Framework is illustrated as Figure 1 on page 3.

Following this introduction the report is divided into 7 sections. The following section – “B” – provides a summary of the ENRMA during fiscal year 2001 by presenting the project’s results and logical frameworks necessary to place the year’s performance evaluation in its appropriate context. In terms of its content, section B could be described as an extended executive summary.

Section C describes the geographical distribution and extent of the project’s activities. The section also presents the current project work plan which applies to the period April 2001 to September 2002. The “spatial approach” adopted as the basis of the work plan is also explained in the section.

Section D is by far the most substantial chapter of the report. The section consists of extensive extracts from the annual reports of each of the four major components of the ENRMA: Natural Resource Management, Agricultural Production (subdivided between production and commercialisation sub-components), Small Enterprise Promotion and Favourable Policy Environment. The section illustrates the breadth and diversity of ENRMA goals and activities. Each component report explains its place within the overall project, its objectives, approach and methodology, as well as a detailed account of activities conducted in the course of the fiscal year. In addition, since each component takes responsibility for a number of the project’s performance indicators, the component reports analyze the year’s results on the basis of evaluations of progress achieved in terms of the objectives set annually for each of the indicators. The complete original reports from which the section material is extracted are available from the ENRMA.

Section E describes the Health and Environmental Protection Activity and presents results achieved in FY 2001. The HEPA activities are conducted through partnerships with NGOs operating primarily in the forest region in which direct program management by project agents was not possible during the past fiscal year for security reasons.

Sections F and G present ENRMA cross-cutting programs concerned with training activities and monitoring and evaluation. Finally, section H briefly notes some of the issues and events regarding project administration during FY 2002.

B. ENRMA Results Framework, Logical Framework and Performance Evaluation for Fiscal Year 2001

Results and Logical Frameworks

The point of departure for the logical framework of the ENRMA is the Results Framework for AID's first strategic objective which appears below as Figure 1. The Results Framework shows the four principal Intermediate Results (IRs) and the sub IRs which are associated with them.

The ENRMA is the largest project which is operational under this strategic objective and, as such, it includes a comprehensive program of activities which contribute to each of the intermediate results shown in the results framework.

The logical framework was developed as part of the planning process for the second workplan which was conducted in March 2000. The logical framework, or logframe, extends the Results Framework in three important ways :

1. It defines the activities required to achieve each IR and sub IR.
2. It specifies the indicators which are to be employed to track the project's progress towards achieving the Intermediate Results.
3. It links activities, results, and indicators together into a coherent framework essential for project planning and implementation.

A total of 24 activities are defined for the four Intermediate Results, and thirty indicators are employed to track project progress and measure performance. The ENRMA Logical Framework is shown in Table 1.

FIGURE 1:
Natural Resource Management Strategic Objective - Results Framework

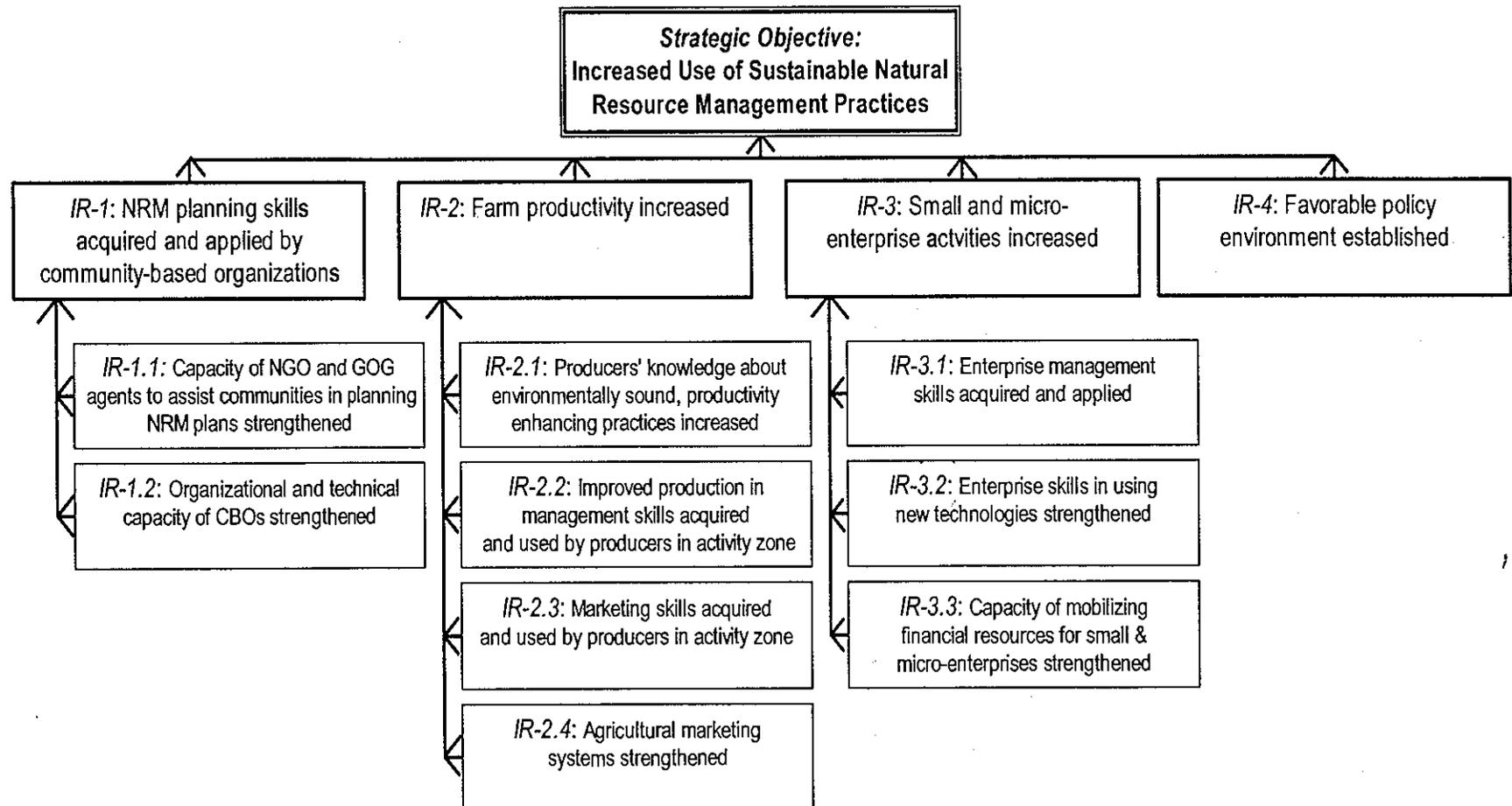


TABLE 1:
Logical Framework of the Expanded Natural Resource Management Project

Activities	Results	Indicators
<p>GRN 1. Training of trainers (NGO and GOG agents) in NRM and planning.</p> <p>GRN 2. Training / sensibilisation of farmer-leaders and preparation of NRM plans (with the other technical teams)</p> <p>GRN 3. Creation and functioning of the NRM committees</p> <p>GRN 4. Implementation of the NRM plans by the communities (with all the technical teams involved)</p> <p>GRN 5. Training of the NRM committees in technical, organizational, and financial management topics (with the other technical teams).</p>	<p>RI-1: NRM Planning skills acquired and applied by community-based organizations</p> <p>SRI-1.1: Capacity of NGO and GOG agents to assist communities in planning integrated NRM plans strengthened</p> <p>SRI-1.2: Organizational and technical capacity of CBOs strengthened</p>	<p>03 The number of NRM plans successfully implemented by communities</p> <p>04 The number of NRM plans prepared, and judged acceptable, with the assistance of NGO or GOG agents</p> <p>05 The number of village and/or inter village NRM organizations which are functional</p> <p>06 The number of GOG and NGO agents who have participated in a formally organized training activity aimed at increasing their technical competence.</p> <p>07 The number of organized demonstrations and programs aimed at increasing the competence of rural communities</p>
<p>AGR 1. Field surveys on the mode of production of the principal crops.</p> <p>AGR 2. Training of trainers and creation of demonstration plots.</p> <p>AGR 3. Training of producers in the implementation of a simple production plan which takes account of the technical and financial aspects.</p> <p>AGR 4. Conduct a survey on the adoption of sustainable practices by producers</p> <p>AGR 5. Conduct sectoral studies of priority products from farm to market.</p> <p>AGR 6. Conduct periodic analyses of the market concerning priority products</p> <p>AGR 7. Train producer associations supported by the project in commercialisation strategies and the use of market information.</p> <p>AGR 8. Organize and assist new producer associations to commercialize their agricultural produce.</p> <p>AGR 9. Identify new possibilities for the commercialisation of agricultural produce.</p> <p>AGR 10. Strengthen the institutional capacity of the ACA.</p>	<p>RI-2: Agricultural productivity increased</p> <p>SRI-2.1: Producers' knowledge about environmentally sound, productivity enhancing practices increased</p> <p>SRI-2.2: Improved production in management skills acquired and used by producers</p> <p>SRI-2.3: Marketing skills acquired and used by producers</p> <p>SRI-2.4: Agricultural marketing systems strengthened</p>	<p>02 Area of land under cultivation using sustainable agricultural techniques in the project zone (ha).</p> <p>08 The number of producers who invest in sustainable production techniques which increase productivity.</p> <p>09 The number of producers in the project zone capable of describing at least two sustainable agricultural practices which improve productivity.</p> <p>10 The number of producers in the project zones who implement a simple agricultural production plan</p> <p>11 The number of producers who use information about markets to commercialize their produce</p> <p>12 The value of produce commercialized by producers (millions FG)</p> <p>13 The number of producer associations in the project zones which carry out commercialisation activities</p> <p>30 The ratio of revenues to total operating costs for the ACA (ex. FICA) including the regional offices, expressed as a percentage.</p>

Activities	Results	Indicators
<p>PME 1. Training, follow-up and technical assistance to rural enterprises.</p> <p>PME 2. Development and implementation of a support program for rural enterprises involved in the commerce of priority produce identified by the Project.</p> <p>PME 3. Creation of three Business development Centres (CDEs)</p> <p>PME 4. Provision of financial services to collectivities and associations involved in agricultural production and commerce via a pilot credit program.</p> <p>PME 5. Creation in the project zone of a network of rural saving and loans agencies (Caisses Communautaires de Croissances or C3s)</p>	<p>RI-3: Small and micro-enterprise activities increased</p> <p>SRI-3.1: Enterprise management skills acquired and applied</p> <p>SRI-3.2: Enterprise skills in using new technologies strengthened</p> <p>SRI-3.3: Capacity of mobilizing financial resources for small & micro-enterprises strengthened</p>	<p>14 The number of enterprises which are newly created in the project zones</p> <p>15 The number of enterprises which are expanding in the project zones</p> <p>16 The number of enterprises which adopt new management practices.</p> <p>17 The number of enterprises which exist at least one year after having adopted a new management technique</p> <p>18 The number of enterprises which adopt new technologies</p> <p>19 The number of loans granted in the project zones</p> <p>20 The amount of the loans granted in the project zones (thousand FG)</p> <p>21 The number of savers mobilized in the project zones</p> <p>22 The amount of money saved by the savers in the project zones (thousand FG)</p> <p>23 The number of visitors each month visiting the CDEs</p> <p>24 The rate of operational viability of the CDEs (Revenue/outgoings)</p> <p>25 The number of community savings unions (C3s) created in the project zones</p>
<p>ENV 1. Continuation of the program concerning the collaborative management of classified forests.</p> <p>ENV 2. Continuation of the program of community based management of community forests</p> <p>ENV 3. Implementation of a communication strategy related to the forestry and land tenure legal codes</p> <p>ENV 4. Reinforcement of land tenure security by establishing land tenure agreements</p>	<p>RI-4: Favorable policy environment established</p>	<p>01 Area of natural forests and plantations of forest species and/ or fruit trees managed under a sustainable management plan in the project zone (hectares).</p> <p>26 The number of forest co-managed by the communities and other institutional partners</p> <p>27 The number of community forests managed by cooperatives which are formally recognized</p> <p>28 The number of land-user agreements established between land-owners and land -user</p> <p>29 The number of dissemination activities conducted related to the laws, texts, and decrees regulating the management of natural resources</p>

Project Performance Evaluation for Fiscal Year 2001 and Conclusions Regarding the Orientation of Project Activities in Fiscal Year 2002

In early 2001, the project adopted a revised and smaller set of indicators that were defined in the revised work plan approved by USAID in February 2001. The new set is comprised of 30 indicators, each of which is associated with a set of intermediate results as shown in the project logical framework on pages 5 and 6. It should be noted that indicator number 30, which relates to the performance of ACA under its new business plan, applies from September 2001 onwards and therefore is not included in the present report. Fiscal Year 2001 results are recorded in Table 2.

TABLE 2:
ENRMA RESULTS FOR FISCAL YEAR 2001

NO.	INDICATOR	TARGET	RESULT
1	Area of natural forests and plantations of forest species and/or fruit trees managed under a sustainable management plan in the project zone (ha)	0	0
2	Area of land under cultivation using sustainable agricultural techniques (ha)	4,500	1,162
3	The number of NRM plans successfully implemented by communities	15	15
4	The number of NRM plans prepared, and judged acceptable, with the assistance of NGO or GOG agents	10	32
5	The number of village NRM organisations which are functional	20	28
6	The number of NGO agents participating in organised training	30	31
7	The number of organised demonstrations and programs aimed at increasing capacity	325	167
8	The number of producers who invest in sustainable production techniques which increase productivity	3,000	3,657
9	The number of producers capable of describing at least two sustainable agricultural practices that improve productivity	3,000	2,075
10	Number of producers who implement a simple production plan	3,000	3,657
11	Number of producers who use market information to commercialise their produce	3,500	33,348
12	The value of produce commercialised by producers (millions FG)	309	509.6
13	Number of producer associations which carry out commercialisation activities	2	57

ENRMA RESULTS FOR FISCAL YEAR 2001

NO.	INDICATOR	TARGET	RESULT
14	The number of enterprises newly established in the activity zones	280	348
15	The number of enterprises which are expanding in project zones	962	968
16	The number of enterprises which adopt new management practices	312	806
17	The number of enterprises which exist at least one year after having adopted a new management technique	95	124
18	The number of enterprises which adopt new technologies	140	244
19	The number of loans granted in the project zones	562	3,243
20	The amount of the loans granted in the project zones (million FG)	27,365	171,003.9
21	The number of savers mobilized in the project zones	1,239	2,367
22	The amount of money saved by the savers in the project zones (million FG)	11,250	215,805
23	The number of visitors each month visiting the CDEs	150	160
24	The rate of operational viability of the CDEs (revenue/outgoings)	15%	18.4%
25	The number of community savings unions (C3s) created in the project zones	18	24
26	The number of forests co-managed by the communities and other institutional partners	0	0
27	The number of community forests managed by 'groupements' which are formally recognized	3	6*
28	Number of land-use agreement contracts established	30	53
29	The number of dissemination activities conducted related to the laws, texts, and decrees regulating the management of natural resources	20	32
30	The ratio of revenues to total operating costs for ACA including the regional offices, expressed as a percentage	N/a	N/a

*It should be noted that this figure was reported by a NGO working with the ENRMA in the context of the HEPA program and has yet to be independently verified. All other figures included in the table were reported by project or NGO agents working in project activities that are directly managed out of the Labé-based headquarters.

Examination of the above results table reveals that the ENRMA met or exceeded its targets regarding 26 out of 29 indicators. In the remaining three cases (indicators 2, 7 and 9) the results fell substantially short of targets. These three indicators evaluate progress related to agricultural production goals. The project is currently developing a strategy based on analysis of its performance in FY 2001 aimed at reinforcing and achieving targeted results in the domain of agricultural production during the coming fiscal year.

An additional area of particular focus in 2002 will be the program of co-managed natural forests. The table reveals that the target for management of new forests was zero in 2001 (see indicator 1). Nevertheless, the classified forests of Souti Yanou and Bakoun, under management since 2000, were studied in FY 2001 in the course of a Programmatic Environmental Assessment (PEA) sponsored by the Bureau for Africa of USAID/Washington. The PEA evaluation raised serious doubts about the technical quality of existing forest management plans. The project will revise and rectify these plans during the first half of FY 2002. In addition, the project will develop and begin implementation of natural forest management plans for two new forests, Sincéry-Oursa and Balayan-Souroumba, in the Préfecture of Dabola.

C. Geographic Focus of Project Activities and Current Overall Work Plan Based on Spatial Planning

Geographic focus of project activities

At the beginning of the ENRMA in October 1999, it had been decided by USAID that activities would commence in six prefectures : Kindia, Lelouma, and Tougué in the Fouta region; and Guéckédou, Kissidougou and Macenta in the Forest Region. This decision was based on a number of factors, but was primarily related to USAID's objective to build upon the foundation already laid by the previous NRM project which ended in mid 1999. In each of these prefectures, Winrock and its partners selected two sub-prefectures, or CRDs, in which it subsequently commenced activities as indicated in the table below.

Prefecture	CRDs *
Kindia	Souguéta
	Kolenten
Tougué	Tougué Centre
	Koin
Lélouma	Lélouma Centre
	Balaya
Guéckedou	Ouende-Kenema
	Guéndembou
Kissidougou	Yende-Millimou
	Yombiro
Macenta	Vasérédou
	Boffossou

* The CRDs selected for initial project activities during the first 18 months of the project: October 1999 to March 2001

By September 2000 the situation in the Forest Region was becoming increasingly insecure and a decision was taken in October of that year to suspend activities in the three prefectures in that region, and to close the project office in Gueckedou.

ENRMA staff from the Gueckedou office were transferred to the project office in Labé in October 2000, together with most of the project material and equipment. Project activities in the Fouta region were subsequently intensified in an effort to compensate for the reduction in the scale of project activities caused by the suspension of the program in the Forest Region. However, it was decided that activities should remain focused within the CRDs indicated above. The number of districts¹ where the project was active was increased—but the number of CRDs remained essentially the same. The key features of this expansion in the Fouta region were as follows:

- ξ The number of Districts where the project was operational increased from 26 to 34.
- ξ The number of Districts in which NRM (IR-1) activities were underway increased from 16 to 32.
- ξ The number of Districts in which agricultural production were targeted for intensification increased from 9 to 31.
- ξ The number of Districts in which LOL and ACA promoted the commercialization and marketing of agricultural products increased from 7 to 30.

ξ ¹ A CRD consists of several districts, each of which is further sub-divided into sectors. In urban communes, a sector is equivalent to a 'quartier'; in rural areas, a sector is generally a single village, but where villages are small, 2 or 3 hamlets may be in the same sector.

- ξ The number of Districts in which PRIDE/Formation conducted training activities increased from 5 to 22.
- ξ The number of Districts where a *Caisse Communautaire de Croissance* (C³s) was operational increased from 6 to 17 (reaching 28 by September 30, 2001).
- ξ The number of districts where IR-4 activities were planned increased from 15 to 18.

In March 2001, Winrock and its partners initiated a review of project activities as part of the process of developing the second workplan which covers the period 1 April 2001 to 30 September 2002. As a result of this review, it was decided to once again reinforce activities within the three prefectures of Kindia, Lelouma and Tougué to ensure that the potential synergistic effects of project activities were more fully realised. In effect, it was determined that in order for the project to be fully effective, at least 3 of the 4 technical IR teams had to be present in the same district at approximately the same time and in a coordinated manner—which was not happening in a consistent manner at that point in time (the first quarter of 2001).

The map included as Figure 2 on page 12 shows the three prefectures in Fouta region where the ENRMA is primarily focused at this time.

However, the inclusion of the classified forests of Nialama, Bakoun and Souti Yanfou in the co-management forestry program has effectively brought an additional two CRDs within the ambit of project activities. The map included as Figure 3 (p.13) shows the location of these three classified forests. The two additional CRDs are Linsan Saran in Lelouma prefecture and Kouratongo in Tougué prefecture. The ENRMA is therefore currently active in eight CRDs in three prefectures. Table 3 on pages 14-15 lists all the Districts and sectors currently involved in project activities.

For the period April to September 2001, the ENRMA continued to operate in the prefectures of Kindia, Lelouma and Tougué. In October 2001, however, the project will extend its activities into one to three additional prefectures. The possibilities considered include :

- ξ Pita, Dalaba and Mamou in the Fouta region
- ξ Dabola, where the classified forests of Sincery-Oursa and Balayan-Soroumba may possibly be included in the co-management program towards the end of the year.

The decision is also linked to the selection of new classified forests which are to be included in the next phase of the co-management program. At the time of writing this report, the project decided to add Dabola as a fourth prefecture in which it will sponsor a wide range of activities. In addition, the project will expand into additional CRDs and districts within the 3 prefectures in which it is already active.

FIGURE 2:
Map of Guinea showing the prefectures of Kindia, Lelouma, and Tougué which are currently the principal focus of ENRMA activities. Activities in the Forest region prefectures (also highlighted) were suspended in October 2000

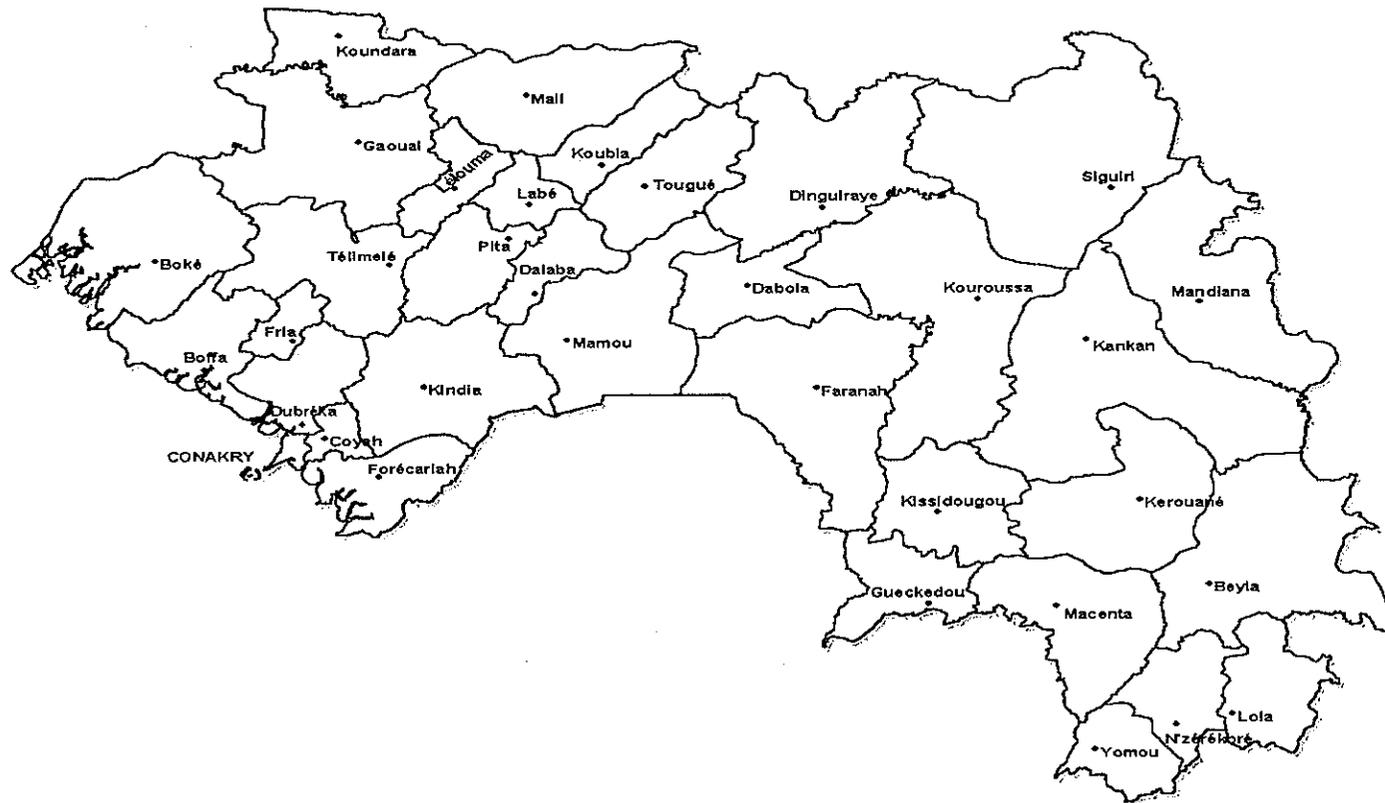
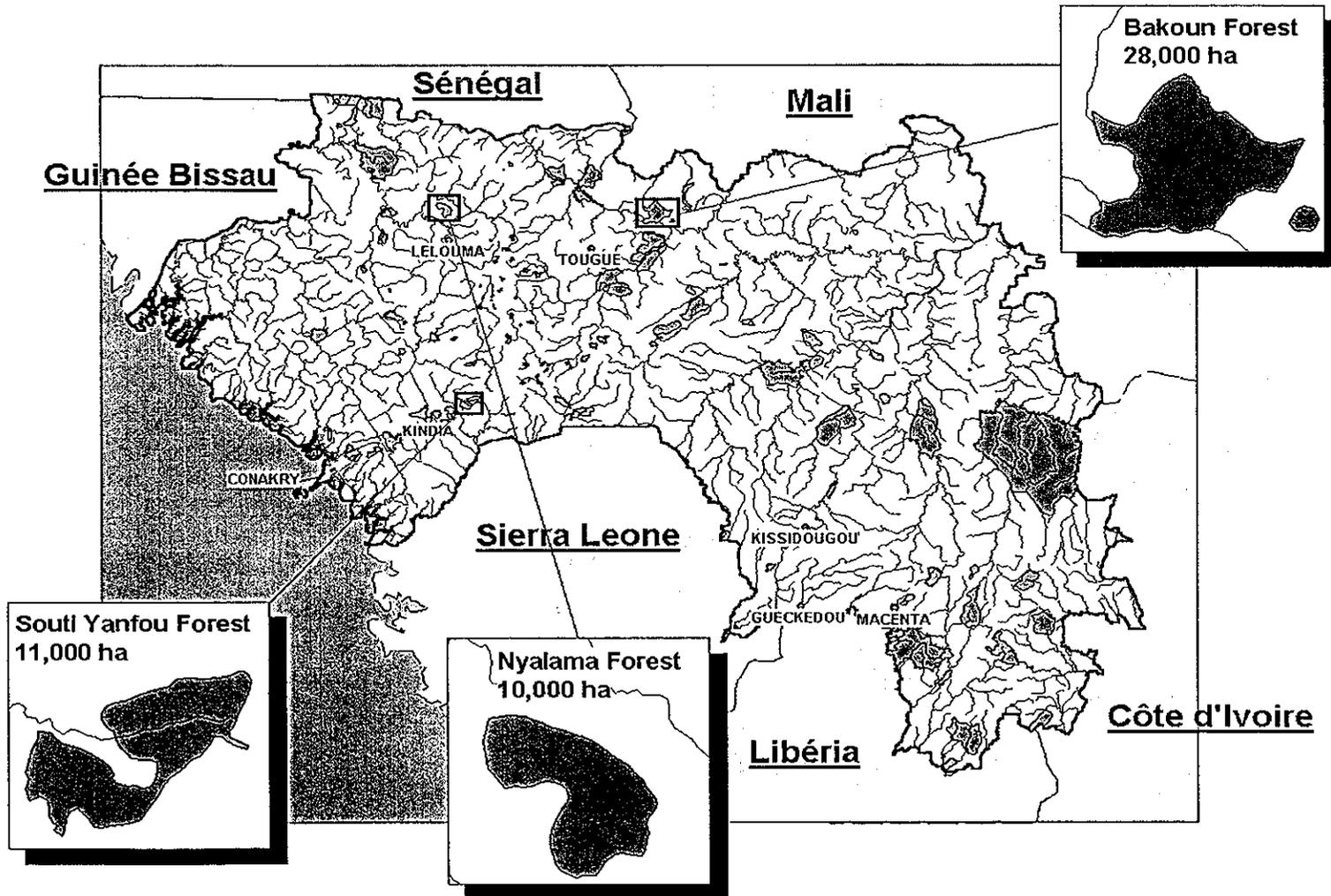


FIGURE 3:
Map showing the location of the three classified forests currently included in
the co-management program



**Table 3:
CRDs, Districts and Sectors
in which the Project is currently active**

Kindia		Lelouma			Tougué		
Sougueta	Kolente	Lelouma Centre	Balaya	Linsan Saran	Tougue Centre	Koin	Kouratongo
<u>Sougueta centre</u>	<u>Kolente centre</u>	<u>Diala 1</u>	<u>Balaya centre</u>	<u>Kagnegande</u>	<u>Tougue 1</u>	<u>Koin 1</u>	<u>Lallabara N'Dantari</u>
Sougueta centre	Kolente centre	Diala 1 centre	Balaya centre	Kagnegande centre	Tougue 1 Centre	Koin 1 Centre	Lallabara N'Dabtari Centre
Falloulaye	Baguiya	Kambou	Dow Banga	Bassan	Kouroula	Moucki-Djigue	Lallabara Fello
Khenya	Maninkala	Diala Kadye	Thiewere	Bendougou	Dioloki	<u>Koin 2</u>	Laafa Boubhe
Khalia	<u>Wolia</u>	Damboudhe	Koura Tiwdhe	Diawbhe	Fougoumba	Koin 2 Centre	Bossiko Ley
Khankhaboum	Wolia centre	Diala 2	<u>Dar es Salam</u>	Kourahi	N'Dire	Karakan	Bossiko Dow
Missira	Horo wolio/Kalla II	Diala 2 centre	Dar es Salam centre	Nialama	Samping	<u>Siguira</u>	Koulifakara
<u>Tafory</u>	Koloto	Sasse	Kurako	Tyewere	<u>Tougue 2</u>	Siguira Misside	Sangan
Tafory centre	Gogotuni	<u>Petel</u>	Ley Nhelel	<u>Kokolou</u>	Tougue 2 Centre	Siguira Maoude	Bakoun Dow
Yemouna	Lambeya soso	Petel centre	Konkafara	Kokolou Centre	Kouretely	Thiankoy	Douga
Kandeya	Fadougou	Koffagui	Diofo	N'Dandari	Kensouma	Bantanhi Ferobhe	Boussouriya
Baminaya	Nyambafi	Tyaghe	<u>Hore Dioli</u>	Diawoya	Damby	Leyi Djoufoun	Nyandoya
Bandi	Dar-es-salam	Kansaghi	Hore Dioli centre	<u>Linsan Fulbhe</u>	Tabara	Bantangui	Koukouma
Khayendi	Kalia I	Golo	Petoy	Linsan Fulbhe centre	Dow Tougue	<u>Kafah</u>	Dansokoya
Sangarea	Dounkire	Ley-Saare	Diougoutoun	Goundoupi	Hakoude -Thiandi	Kafah 1	Botoko
Koumbeya	Sangarea	<u>Dyinkan</u>	Thiakouille	Madina	<u>Woulenko</u>	Kafah 2	Kokoun Paradji
Tonota	Khambia	Dyinkan centre	Bhombel	Sigon	Woulenko Centre	Bidon	Kokoun Timbobhe
Siminya	Dembaya	Gadha Thiandji	<u>Djidala</u>	Teguenda	<u>Sandake</u>	Salouma	<u>Kouratongo</u>
Konkouyeya	Labeya fula	Goumbouroun	Djidala centre	Gueme	Sandake centre	Leyi Kyomaa	Lorogue
Wouri Khonye	209	<u>Kenery</u>	Madina	Dar es Salam	<u>Pandie-Fello</u>	<u>Malipan</u>	Gonkou
<u>Linsan</u>	Thiewere	Kenery centre	Tamberin	Kombo	Pandie-Fello Centre	Malipan Centre	Kounet
Linsan I	<u>Siguiton</u>	Garki	Wongori	<u>Linsan Saran</u>	Pandie- Ley	<u>Thiague</u>	Dow Kouratongo
Linsan II	Siguiton centre	<u>Sanama</u>	<u>Lambague</u>	Linsan Saran Centre	Bhohy	Thiague Centre	Ley Kouratongo
Linsan III	<u>Misside</u>	Sanama centre	Lambague centre	Yambou	N'Dire Pandie	<u>Solokoure</u>	Koumbama
Yambokhoure	Misside centre	Hansanghere	Thyokou	Balandougou	Nereboun	Solokoure Centre	Dow Diafore
<u>Woléa</u>	<u>Kirita</u>	<u>Poye</u>	Bourouwal Banga	<u>Teliboo</u>	Missira		Ley Diafore
Wolea centre	Kirita centre	Poye centre	<u>Thianguel-Dico</u>	Teliboo Centre	<u>Soumpoura</u>		Diafore Timbobhe
Djanfou	<u>Gania</u>	-	Thianguel-Dico centre	Doghol	Soumpoura centre		Dow Thiankoun
Djanfou centre	Gania centre	THIANGUEL BORI CENTRE	Madina Sabere	Leyi fello	Djidala		Ley Thiankoun
Hamdallaye	Tané né saloum	Thianguel bori centre	Bawgel	Tyankoyi	Thyioupia		Foreya
Tandeta	Khuntunu	DIOUNTOU	Laabha	<u>Kolia</u>	<u>Ganfata</u>		Diafore Kounet
<u>Yalaya</u>	<u>Boundoubantan</u>	Diountou centre		Kolia centre	Ganfata Centre		<u>Hore Kollet</u>
Yalaya centre	Boundoubantan centre			GAOUAL	Soloma		Hore Kollet Centre

**Table 3:
CRDs, Districts and Sectors
in which the Project is currently active**

Kindia		Lelouma		Tougué			
Sougueta	Kolente	Lelouma Centre	Balaya	Linsan Saran	Tougue Centre	Koin	Kouratongo
Nyeyakhori	Fori kolon			CRD Kounsitel	<u>Ballama</u>		<u>Darou</u>
Touguikhoure	<u>Thiewéré</u>			<u>District Dengueteri</u>	Ballama Centre		Darou Centre
Yombo	Thiewéré centre			Sambaya	Ley Seere		FELLO KOUNDOUA
Bilide foula	<u>Kabeleya</u>			Dondeboto	Sibikoto		<u>Balagan</u>
Bilide soso	Kabeleya centre				<u>Kegna</u>		Balagan centre
Yangueya	Seydouya				Kegna Centre		Doukita
Kaliforeya	Meken				<u>Bole</u>		Heremaono
Woundeya	Kouyeya				Bole Centre		Korbo
<u>Lembou</u>	<u>Dalonfary</u>				Bole Kegna		<u>Bagata</u>
Lembou centre	Dalonfary centre				Wara		Bagata Centre
<u>Kouveya</u>	<u>Kondoya</u>				Hafia		Baridonde
Kouyeya centre	Kondoya centre				Bouroumba		DINGUIRAYE
<u>Sangoya</u>	<u>Walia</u>				Gaigui		CRD de Nhagnakali
Sangoya centre	Walia centre				<u>Kalanka</u>		<u>Missira</u>
<u>Guemesoron</u>					Kalanka Centre		Sabori
Guemesoron centre					Tolou		<u>Kella</u>
					Guemma-Kaloum		Marwanaya
					N'Dantari- Dyakabhe		CRD de Kalinko
					<u>Wuretembe</u>		Kalinko Centre
					Wuretembe centre		Fougakouma

The current workplan

The workplan which is currently operational—the second workplan prepared by Winrock and approved by USAID—covers the period 1 April 2001 to 30 September 2002. The first project workplan, which went from October 1999 to 31 March 2001, was substantially different from the current plan. A discussion of these aspects and the results of performance evaluations conducted in September 2000 and March 2001 can be found in several technical reports.²

The first work plan structured its activities by Intermediate Result. This was logical at the time (November 1999) because the CRDs and Districts in which the project was to start its activities had not yet been identified—only the prefectures were known.

In March 2001, the zone of project activities was known in much greater detail—down to the level of the “secteur”, which generally corresponds to a village, or a group of hamlets, in the rural areas.

A spatial approach to planning was adopted for the preparation of the second workplan. The approach is based on a sequence of planning tasks that were completed in the prefectures of Kindia, Lélouma and Tougué during the month of April 2001.

These planning tasks can be summarized as follows:

SPATIAL PLANNING TASKS

STEP	TASK
1	Starting from the Logical Framework, define the tasks associated with each of the activities for the four technical programs (each of which corresponds to an Intermediate Result). The tasks associated with the prefectural activities proposed by the DNEF are also defined. This step produces a table of tasks that are logically linked to the activities in the Log Frame for each prefecture.
2	Identify the activities that have been completed or that are continuing in each sector of each CRD. This is accomplished by using a worksheet specifically designed for the purpose, and which lists each sector with a table of columns where each column corresponds to an activity in the Log Frame. This table is an effective spatial presentation of the different activities underway in each CRD. It shows where the project needs to reinforce its presence so as to ensure that the different technical programs are working together in the same sectors.
3	Working from the same table, define the new activities that need to be implemented at the sectoral level to ensure that all sectors are adequately covered by each of the technical teams operating in the prefecture.
4	Plan the proposed activities over the next 18-month period, disaggregating the activities by technical program.
5	Define the associated activities to be undertaken by the DNEF, and plan the activities over time.

² ENRMA Annual report, October 1999 to September 2000; report on the ‘Continuation Application’, June 2001.

This planning process produces three important outputs:

- ξ The definition of the tasks associated with each activity for the prefecture concerned,³
- ξ A spatial planning chart for each CRD (see appendix 1 of the present report),
- ξ A detailed timeframe planning table for each technical component, for the DNEF, and for cross-cutting activities (transversal activities).

It should be noted that, at least for the period April to September 2001, the ENRMA did not extend its activities outside the "secteurs" currently included in the first phase of the project. The objective was to consolidate and intensify program activities in the sectors where the project was already operating.

The criteria for the selection of the sectors where the project will continue its activities through September 2002 include the following considerations:

- ξ A need to consolidate activities in villages where only one or two technical components have been active in the first phase of the project,
- ξ A need to intensify project activities in and around the classified forests of Nialama, Bakoun and Souti Yanfou,
- ξ The recognition that villages that are inaccessible should not be excluded a priori from the program but that a greater effort should be made to extend project activities into these communities even if it is only possible for part of the year (during the dry season, for instance).

As mentioned earlier, the project is currently working on the collaborative management of three classified forests: Nialama, Souti Yanfou, and Bakoun. It is considered essential that the project focus on the communities in and around these forests and target them for the implementation of activities related to natural resources management, sustainable agriculture, small business development, the commercialization of agricultural and forest products, and land tenure conflict resolution.

Apart from the program of activities developed for each of the three prefectures, a number of cross-cutting activities were identified. Cross-cutting activities are activities that are:

- ξ Essential for the cost-effective and timely implementation of the project, including training, communication and coordination at all levels,
- ξ Aimed at strengthening the institutional and technical capacity of the Guinean partner agencies participating in the project,
- ξ Related to finalizing the planning of activities that are to start after October 2001.

Cross-cutting activities were defined both at the level of each prefecture and at the national level. The activities defined at the national level are listed in Table 4 below.

³ An "Activity" is defined in this document as a coherent program of tasks aimed at attaining a specific intermediate or sub-intermediate result. An "Activity" generally takes several weeks (and sometimes months) to complete, depending on the complexity of the result.

TABLE 4

CROSS-CUTTING ACTIVITIES (NATIONAL LEVEL)
1. Training of staff from the ENRMA and the NGO partners
2. Monitoring and evaluation of project activities
3. Reinforcement of the institutional capacity of the NGO partners
4. Reinforcement of the institutional capacity of the DNEF
5. Definition and implementation of a communication strategy (exterior)
6. Definition and implementation of a strategy for Gender and Development
7. Selection of additional prefectures that will be included in the ENRMA from October 2001
8. Approval of the management plans for the classified forests of Bakoun and Souti Yanfou, according to PEA criteria
9. Selection of other classified forests that will be included in the co-management program
10. Reorientation of the activities of the Business Development Centers (CDEs) in order to better focus their activities on project objectives
11. Continuation of the program of support for NGOs working in zones where environmental pressure from refugees is high (ex. HEPA program).

D. Current Core Activities

Intermediate Result 1: NRM planning skills acquired and applied by community-based organizations

INTRODUCTION

The Intermediate Result (IR) 1 of the Strategic Objectives, entitled "Natural Resource Management planning skills acquired and applied by community-based organizations in activity zones" is implemented by Natural Resource Management component of the ENRMA and has the following sub-results:

SRI 1.1 – Capacity of NGO and GOG agents to assist communities in planning NRM plans strengthened;

SRI 1.2 – Organizational and technical capacity of CBOs strengthened.

The logical framework for IR-1 under the ENRMA is as follows (see Table N° 5):

- GRN 1.** The training of trainers (NGO and GOG agents) in NRM and planning;
- GRN 2.** Training/sensibilisation of farmer-leaders and preparation of NRM plans (with the other technical teams);
- GRN 3.** Creation and functioning of the NRM committees;
- GRN 4.** Implementation of the NRM plans by the communities (with all the technical teams involved); and
- GRN 5.** Training of the NRM committees in technical, organizational and financial management topics (with the other technical teams).

These activities are designed to contribute to attaining the following indicators:

- *Number of Natural Resource Management plans successfully implemented by communities;*
- *Number of Natural Resource Management plans prepared, and judged acceptable, with the assistance of NGO and GOG agents;*
- *Number of villager and/or inter-villager organizations that are functional;*
- *Number of GOG and NGOs agents that participated in a formally organized training activity aimed at increasing their technical competence;*
- *Number of organized demonstrations and programs aimed at increasing the competence of rural communities.*

The data used to evaluate the progress achieved during the year come from field information collected throughout the year. The ENRMA developed a manual with guidelines for monitoring and evaluating field activities that is to be applied by field agents and project management.

Table N° 5: NRM Logical Framework

ACTIVITIES	RESULTS	INDICATORS
NRM 1: Training of trainers (NGO and GOG agents) in NRM and planning.	RI – 1: NRM planning skills acquired and applied by community-based organizations	03: Number of NRM plans successfully implemented by communities
NRM 2: Training/sensitisation of farmer-leaders and preparation of NRM plans	<i>SR 1-1. : Capacity of NGO and GOG agents to assist communities in planning integrated NRM plans strengthened</i>	04: Number of NRM plans prepared, and judged acceptable, with the assistance of NGOs and GOG agents
NRM 3: Creation and functioning of the NRM committees	<i>SRI- 1. : Organizational and technical capacity of CBOs strengthened</i>	05: Number of village and/or inter-village organizations which are functional
NRM 4: Implementation of the NRM plans by the communities (all components)		06: Number of NGO and GOG agents who have participated in a formally organized training activity aimed at increasing their technical competence
NRM 5: Training of the NRM committees in technical, organizational and financial management topics		07: Number of organized demonstrations and programs aimed at increasing the competence of rural communities

SUMMARY OF ACTIVITIES

The Natural Resource Management (NRM) program is one of four Expanded Natural Resource Management Activity (ENRMA) components. Its major objective is to improve the capacity of NGO and government agents to assist community-based organizations in developing, planning and implementing NRM plans (NRMP) and improving their organizational capacity.

This objective is to be attained through offering technical assistance, under all of the different ENRMA components, for the development and implementation of NRM plans in Kindia, Lélouma and Tougué.

NRM program objectives have been pursued according to the activities identified and described in the second 18-month work plan (April 2001 to September 2002) and which fall into the following categories:

1. NRM plan development;
2. NRM committee creation and functioning;
3. NRM plan implementation;
4. Improvement of the capacity of NRM committee members in the domains of technical, organizational and financial management;
5. The training of the NGO and the government agents in NRM plan development.

DEVELOPMENT OF NRM PLANS

The ENRMA natural resource management activities are implemented by agents working with three national NGOs: Union Guinéenne des Volontaires du Développement (UGVD) in Lélouma; Ballal-Guinée in Tougué; Association Guinéenne pour le Développement de l'Environnement (ADEG) in Kindia.

The improvement of existing NRM plans was the dominant activity this year. The approach taken during much of the year was influenced by the results of a workshop that was held in Labé on 17-19 January 2001 and which focused on the strengths and weaknesses of the existing method. As a result of the workshop, new guidelines and a model plan for developing NRM plans were elaborated.

To date, a total of 35 plans have been elaborated within the project zone. The list of NRM plans elaborated by NGOs and by prefecture is presented in Table N° 6. A total of 265 resource people, of which 114 were women (43%), participated in training sessions and in the participatory planning process for the development of the NRM plans.

The analysis of the NRM plans revised subsequent to the January workshop demonstrated that many of the recommendations were achieved, but several problem areas remain. The revised plans did not identify clear objectives nor were the costs of activities detailed. These weaknesses are in the process of being corrected and a training module has been developed to reinforce the capacity of local agents in the development and implementation of plans at the local level.

To reinforce agents' planning capacity, the component installed decentralized (prefectoral-level) technical support teams that include agents of the National Direction of Waters and Forests (DNEF). Such multi-disciplinary teams assure a measure of quality control. Indeed, it is not about producing plans in quantity but rather in quality. Ten NRM plans based on this approach were in preparation as of the end of September 2001.

Table N° 6: Plans developed in the three prefectures

NGO	PREF	CRD/CU	DISTRICTS	SECTORS
UGVD	LELOUMA	Lélouma	Diala	Diala Kadjé
			Djinkan	Djinkan Center
			Petel	Kollangui
				Kanssangui
		Balaya	Missidé	
			Balaya Center	Balaya Center
			Balaya Center	Dow Banga
			Djidala	Wongori
			Balaya Center	Madina sabèrè
			Horé Dioli	Horé Dioli Center
ADEG	KINDIA	Sougueta	Djidala	Djidala Center
			Sougueta Center	Falloulaye
			Taffory	Simminiya
				Tonota
				Sangareya
				Koumbeya
			Sangoya	Sangoya Center
		Kouyeya	Kouyeya Center	
		Djanfou	Konkouyeya	
		Linsan	Linsan 1	
		Kolenté	Gania	Tanénè Saloun
			Siguiton	Siguiton Center
			Wolia	Wolia Center
BALLAL GUINEE	TOUGUE	Tougué	Ballama	Ballama Center
			Soumpoura	Ley seéré
				Soumpoura Center
				Tyroupiya
				Djidata
			Pandié Fello	Pandié fello Center
		Tougué 1	Diré	
		Koin	Bolé	Bolé Kegna
			Kaffa	Kaffa 2
				Salouma
Siguira	Siguira missidé			
	Tyankoye			

NRM COMMITTEE ORGANIZATION AND DEVELOPMENT

An NRM committee was installed in each sector in which an NRM plan was developed. In the three prefectures, 316 members (including 108 women) of the twenty-eight existing committees identified and adopted annual objectives before 20 September 2001.

Initial activities for creating the NRM committees involved choosing members and developing the statutes and by-laws of the committee. These initial activities took place in all three prefectures without major difficulties but at this time it is clear that some of the NRM committees are far from functioning correctly because they have not yet mastered their roles and responsibilities. The lack of material support and planning and management tools are other difficulties that the committees face. Rather than acting independently and on their own initiative, many of the committees wait for an ENRMA agent to plan their activities.

On a positive note, working with the NRM committees has initiated exchanges between various partners concerning the strategies used to develop NRM plans in order to improve the participatory approach to the local development process.

To overcome difficulties such as those encountered thus far, agents and NRM committee members will be trained on their roles and responsibilities at the beginning of Fiscal Year 2002 as a first step in implementing plans. Furthermore, the plans will be translated into local languages (Pular and Susu, Arabic script).

IMPLEMENTATION OF THE NRM PLANS BY THE COMMUNITIES AND IMPROVEMENT OF THE CAPACITY OF NRM COMMITTEE MEMBERS IN THE DOMAINS OF TECHNICAL, ORGANIZATIONAL AND FINANCIAL MANAGEMENT

The strategy to implement the activities programmed in the NRM plans relies on the NRM and Agriculture Production agents (RI-1 and RI-2) and aims to conduct demonstrations in NRM techniques and technologies at the village-level in the ENRMA zone.

The 167 demonstrations conducted this year were mainly focused on tree nurseries, introduction of improved seeds, improved cook stoves, composting techniques, traditional methods of combating termites, building stone erosion contours, and introducing live fences and windbreaks. No financial, administrative or organizational management training was achieved during the year.

A total of 2,075 producers, including 1,317 women (almost 64%), were trained in various NRM practices during the year.¹

TRAINING OF TRAINERS (NGO AND GOG AGENTS) IN NRM AND PLANNING

In the goal of efficiently achieving Intermediate Result N° 1, thirty-one NGO and GOG Agents benefited from training sessions in Burkina Faso, France and Guinea on a variety of topics: participatory planning and spatial management, promotion of farmer's organizations and management of women's economic activities, training of trainers in improved farming techniques, financial and local development management and decentralization, creation of community forest groups and monitoring and evaluation.

¹ All results related to the implementation of the NRM plans and natural resource management practices are presented in the Agricultural Production component's report below.

These training sessions respond to the objective of improving the agents' capacity to support and reinforce NRM planning activities and also to master participatory planning methods and procedures and to improve the ENRMA's approach to monitoring and evaluation.

ANALYSIS OF PERFORMANCE INDICATORS

IR 1 contributes to the following indicators:

- 03: Number of NRM plans successfully implemented by communities
- 04: Number of NRM plans prepared, and judged acceptable, with the assistance of NGOs and GOG agents
- 05: Number of village and/or inter-village organizations which are functional
- 06: Number of NGO and GOG agents who have participated in a formally organized training activity aimed at increasing their technical competence
- 07: Number of organized demonstrations and programs aimed at increasing the competence of rural communities

The following table illustrates the progress made by the IR-1 team as of 30 September in achieving the benchmarks related to IR-1 activities:

IR 1 Performance Indicators achieved by 30 September 2001

INDICATORS	SEPTEMBER 2001 TARGET	TOTAL RESULTS ACHEIVED Fiscal Year 2001	ACCUMULATED RESULTS AS OF SEPTEMBER 2001
03: Number of NRM plans successfully implemented by communities	15	15	15
04: Number of NRM plans prepared, and judged acceptable, with the assistance of NGO and GOG agents	10	32	32
05: Number of village and/or inter-village NRM organizations which are functional	20	28	28
06: Number of GOG and NGOs agents who have participated in a formally organized training activity aimed at increasing their technical competence	30	31	57
07: Number of organized demonstrations and programs aimed at increasing the competence of rural communities	711	167	553

The present chapter presents an analysis of data collected during the last quarter of fiscal year 2001 in the Tougué, Lélouma and Kindia prefectures. It is the first operational monitoring and evaluation exercise carried out by RI-1 NGO field agents. This data collection effort concentrated on a limited number of villages and permitted agents to familiarize themselves with the ENRMA operational manual on monitoring and evaluation. A summary analysis of the collected information has been formulated for each indicator and is presented below.

CAPACITY OF NGO AND GOG AGENTS TO ASSIST COMMUNITIES IN PLANNING INTEGRATED NRM PLANS STRENGTHENED

The following performance indicators related to this sub-result are:

03: Number of NRM plans successfully implemented by communities

04: Number of NRM plans prepared, and judged acceptable, with the assistance of NGOs and GOG agents

At the end of September 2001 and according to the performance plan for the 30 USAID approved indicators, the following results were targeted for the NRM component:

Indicator 03: 15 NRM plans successfully implemented by communities;

Indicator 04: 10 NRM plans prepared, and judged acceptable, with the assistance of NGO and GOG agents.

The number of NRM plans successfully implemented by communities

A NRM plan is declared "successfully implemented" when at least 60% of the proposed activities are executed according to the program.

A preliminary analysis of the results for this indicator covered all three prefectures (Tougué, Lélouma and Kindia) and focused on thirty-three (33) NRM plans. Out of the thirty-three, only fifteen plans, or 45%, were deemed successfully implemented.

Determining the percentage of NRM activities executed was difficult for the field agents whose role is to assist villagers with the implementation of activities. The inexistence of criteria for measuring the execution of activities posed problems for the agents trying to calculate the percentage of execution. Most agents quickly realized that some quantifiable objectives should have been established for each activity for a predetermined period to help measure results achieved during execution of the plan. An execution calendar should be outlined for each activity included in the NRM plan that is made available to the committee members and all other beneficiaries of the activities. Many of the activities have had a limited impact because they remain at the level of demonstration and strategy development without becoming more widely disseminated in the village or appropriated and practiced by villagers themselves.

To evaluate the activities implemented under the NRM plans, activities are considered to be executed on an annual basis. For that reason "100% execution" is recorded for many activities. It is important to note that the NRM committees are not yet prepared to assess and evaluate the execution of their plans. Agents did not understand the importance of this activity when designing the plans with villagers.

Regarding the number of NRM plans successfully implemented, reports are far from satisfactory because an evaluation system and methodology was not built into the plans

To resolve this difficulty and prepare agents and NRM committees to better define plan objectives and costs associated with activities, a training module entitled "Objectives and Costs Assessment of Actions Contained in NRM Plans" has been developed and disseminated to all field agents in every prefecture. The field agents are responsible for training NRM committee members to enable them to complete the participatory planning exercise on their own.

Number of NRM plans prepared, and judged acceptable, with the assistance of NGOs and GOG agents

A NRM plan is a detailed document that shows how the natural resources (soils, water, forest, fauna, pasture, etc.) are managed. A plan is said to be acceptable if it includes a description of actions aimed at sustainable natural resource management, an execution plan and a budget and program for undertaking the activities included in the plan.

On 30 September 2001, thirty-six (36) NRM plans had been prepared with the assistance of NGO and GOG agents, largely surpassing the projected target of ten (10). Out of 35 plans prepared, agents considered 32 acceptable after operational monitoring or 91% of the plans.

Criteria for determining the acceptability of a plan have been defined by DNEF but, to date, none of the plans have been submitted to that agency for approval. Indeed, the first plans are still problematic in several areas. The January 2001 workshop held in Labé proposed an outline of a model plan and recommended that all IR-1 agents should review and correct existing plans according to the newly approved model. The NRM technical advisor worked closely with field agents to refine and correct the existing plans. At this date the earlier plans have been corrected and delivered to the ENRMA. They will be reviewed, critiqued and corrected if necessary.

Field agents judged the plans acceptable because the plans: 1) included actions aimed at sustainable natural resource management, 2) were developed with the support of agents and 3) were restituted to the populations.

ORGANIZATIONAL AND TECHNICAL CAPACITY OF CBOs REINFORCED

The following performance indicators related to this sub-result are:

05: Number of village and/or inter-village organizations which are functional

06: Number of NGO and GOG agents who have participated in a formally organized training activity aimed at increasing their technical competence

At the end of September 2001 and according to the performance plan for the 30 USAID approved indicators, the following results were targeted for the NRM component:

Indicator 05: 20 village and/or inter-village organizations which are functional

Indicator 06: 30 NGO and GOG agents who have participated in a formally organized training activity aimed at increasing their technical competence

Number of functional village and inter village natural resource management organizations

A village or inter-village organization (committee, group, association, etc.) is said to be functional when it: 1) develops and implements statutes and by-laws, 2) coordinates a simple action plan and 3) mobilizes human, financial and material resources. The organization is responsible for its own management and must establish a simple accounting system.

Analysis of the field data related to this indicator permits us to confirm that 28 out of the 30 existing NRM committees are functioning because committee meetings are held occasionally and statutes and by-laws exist (even though they are not rigorously applied) and action plans have been developed within the context of the NRM plans, although the lack of material and financial resources is often evoked. Furthermore, there tends to be little or no documentation on the committees' operation.

Analysis of the field data related to this indicator permits us to note that the NRM committee members have yet to master their roles and the members' roles and responsibilities are not well known. Meetings often do not have minutes and committees generally lack the financial and material means to support different actions identified in their plans.

Number of NGO and GOG agents who have participated in a formally organized training activity aimed at increasing their technical competence

ENRMA's aim is to increase the technical competence of GOG and the NGO partners concerning natural resource management planning and implementation.

Thirty-one (31) agents (including one woman) benefited from different training sessions in various areas linked to sustainable natural resource management practices. Beneficiaries are listed by training topic in Appendix 2 of this report.

Participatory planning and spatial natural resource management training have contributed to improving the NRM plans developed with the assistance of field agents. Agents who received training have implemented their post-training action plans and shared their training experience with their colleagues. In Souguéta, the improved quality of the NRM plans prepared subsequent to the agents' training serves as proof of the benefits of the training they received.

Intermediate Result 2: Farm Productivity Increased

PART 1: AGRICULTURAL PRODUCTION COMPONENT

INTRODUCTION

Intermediate Result 2 of the ENRMA results framework targets an increase in agricultural production. This objective is sub-divided into distinct objectives concerned with agricultural production on the one hand and agricultural commercialization on the other hand. The project has created separate components to address each of these two sub-objectives. Winrock is directly responsible for implementation of the activities of the agricultural production component which is structured to achieve the following specific intermediate results:

SRI 2.1 - Producers' knowledge about environmentally sound, productivity enhancing practices increased.

SRI 2.2 - Improved production and management skills acquired and used by producers in the project's activity zones.

Activities implemented to achieve these results include :

- Training to improve farmers' knowledge of improved practices;
- Increased familiarity and mastery of the technologies specific to each of the principal crops through :
 - a. Development of a network of model farmers responsible for demonstrating improved techniques at a level beyond that covered by NGO agents;
 - b. Establishment of demonstration parcels and organization of exchange visits between agricultural producers from different villages.
- Surveys targeting farmers who invest in sustainable practices.

This chapter provides a measure of progress achieved by the Agricultural Production Component during the second year of project implementation in terms of numbers of individuals trained and of hectares of farmland exploited through improved and sustainable practices. The chapter first provides the agricultural production context by describing the principal agricultural systems present in the zones of project activities.

The Principal Agricultural Systems of the Zones of Project Activities

Tapades

The *tapade* is the most important of the agricultural systems found in the prefectures of Lélouma and Tougué. This system provides approximately 70% of local household food needs and absorbs 80% of women's labor as measured by time spent tending crops. Tapade production mainly concerns grains (especially maize), tubers (cassava and taro), legumes and garden vegetables. These crops are cultivated during the rainy season and harvested throughout the year.

The tapade system features decreasing production in the face of over-intensive exploitation of soils coupled with the low productivity of local varieties. Chemical inputs are little used. Production is also limited on the basis of labor availability and insufficient integration of crop and animal production systems.

The tapade agricultural system could benefit from better integration with other systems. Crops traditionally produced in the tapade system could be produced in valley-bottoms fertilized with animal manure collected in stables and enclosed fields. Tapade crops could also be produced within

agricultural systems currently dominant in plains, valleys and water sheds. Production could greatly benefit through the complementarity offered by use of manure in fields and the grazing available in fields following harvests.

Valleys, Slopes and Water Sheds

The agricultural system practiced in watershed areas occupies nearly half of the surface area put under crop production, and complements production in the tapade system which is primarily for home consumption. Nevertheless, the slash and burn approach that characterizes this system is only appropriate in areas of extremely low density that allow very long fallow periods. Soils exploited within this system are characterized by:

- A low P^H level
- Toxic levels of aluminum and iron
- Weak cation exchange
- Loss of minerals through leaching of soils

Calcium based fertilizer is needed to:

- Neutralize toxic elements
- Provide minerals necessary for crop development
- Improve soil structure

In the zone of project activities increasing demographic pressure has resulted in decreasing periods of fallow. The result is degraded vegetative cover and less fertile soils.

As is the case with the tapade system, problems of soil fertility, lack of chemical inputs, low productivity of local varieties and insufficient availability of labor place limits on productive capacity. Production is also limited by the soil erosion common on the cleared slopes of valleys and water sheds.

Valley bottoms

The soils of valley bottoms are alluvial and feature seasonal or permanent surface water. Soil texture is a function of the nature of the alluvions, but is usually limey clay or simply clay. With the exception of the *Tapade*, valley bottoms represent the greatest potential for agricultural production. It is the leading agricultural system as measured by cash revenues.

Valley bottoms may increase in fertility at the expense of plains and tapades if compost is not applied to the crops cultivated in these other systems. But valley bottom production can be achieved through careful coordination of labor requirements, particularly regarding vegetable gardening, with other agricultural production systems. Another condition is successful management of surface water to assure its timely availability.

Intermediate Result 2.1: Producers' knowledge about environmentally sound, productivity enhancing practices increased

To achieve Intermediate Result 2.1 the agricultural production program has developed and implemented a training program targeting agricultural producers.

Training Themes

The Agricultural Production component conducts activities across ecologically and culturally diverse zones containing a total population of over 100,000 inhabitants. The component promotes the widest

possible adoption of improved agricultural techniques within these zones. Adoption of the techniques is expected to increase production of several different types of crops produced within the various agricultural systems. Simple agronomic themes and concepts are communicated to the widest possible audience within project intervention zones. Themes include improved seed varieties, increased soil fertility and the the necessity for soil restoration.

Improved seed varieties

Improved seeds are the most important of the inputs proposed to improve agricultural production. Stress resistant and higher producing varieties also aid in environmental protection. Among the most important advantages of improved seeds over traditional varieties is that they allow modifications to the agricultural calendar to better fit local circumstances. Improved varieties also make better use of fertilizer since traditional varieties have developed in circumstances that limit their potential to fully exploit increased fertility, or even of existing levels of fertility. Studies have shown that the improved varieties of cereals, maize and rice promoted by the project consume less azote than traditional varieties. This is because improved varieties concentrate azote absorption at the level of the grain of the plant while traditional varieties absorb azote throughout the plant.

Nevertheless, improved seed varieties are merely the introductory step within the program. One observes that farmers in project intervention zones are so familiar with traditional varieties and used to the limitations imposed by these varieties that further steps are needed to convince them of the utility of change. Moreover, complementary actions are needed to maximize the potential introduced along with improved seed varieties.

Techniques for improving soil fertility: Compost and straw mulching

Soil permeability is an important element determining susceptibility to soil erosion. Permeability is a function of both the level of organic material in the soil and the physical structure of the soil. In order to maintain or to improve one or the other of these factors, the project's approach is to promote soil restoration periods (fallow) in water sheds and on slopes and to maximize organic content through use of vegetable matter and animal manure.

Composting is a method that recycles manure, crop stubble, weeds, household wastes, ashes etc. It provides important economic as well as ecological benefits in that it relies on resources that are locally available. Among the benefits of composting and straw mulching are:

- Increased organic matter
- Improved soil structure
- Better water retention
- Increased capacity for cation exchange and better P^H
- Higher rates of calcium, phosphate and sodium
- Maintenance of carbon/azote exchange capacity
- Introduction of a buffer regarding negative effects of chemical products while retaining and enhancing their positive benefits.
- Soil protection and restoration practices

Techniques for restoring soils

Most of the techniques appearing in the category of soil protection and restoration target reduction and management of soil erosion. Among such techniques are live-fencing, wind breaks, restricted access and use, sheltering curtains of vegetative matter and stone bunds. Of these, wind-breaks are of particular interest and potential benefit in project zones. Placed in a perpendicular manner in relation to the slope, wind-breaks help to control soil erosion resulting from the effects of both wind and water. Windbreaks consist of trees and bushes that serve to:

- distribute water flows and transported mineral elements evenly across targeted areas
- neutralize the erosion caused by early rains which are particularly destructive where vegetation has been removed
- encourage vegetative growth of grasses
- protect crops from grazing livestock
- reduce erosive effects of the wind
- favor natural regeneration of trees
- add vegetative matter to soils and increase harvests
- add to forage resources available during the dry season
- add to stock of fuelwood and construction wood
- provide some food products (leaves, fruit, tubers)
- provide some medicinal products.

Windbreaks also have the benefit of being easily adopted by farmers since labor and input requirements are not overly taxing. Nevertheless, one must also take into account that existing land tenure systems can discourage adoption of the technique given that the benefits are not always directly captured by the tiller. Installation of wind breaks can be interpreted as a long-term claim regarding cropland access and exploitation rights.

Training Methods

The project strategy to increase adoption of improved agricultural production techniques is based on the "training of trainers" who subsequently transfer their skills to local farmers. Training themes are based on the needs expressed by local producers in the course of a participatory survey exercise. The survey was designed to collect and analyse information regarding local crop practices and characteristics and relied on a participatory diagnostic approach. Once priority practices were identified, training sessions were organized with the aid of NGO agents to target various categories of local producers. Elements of each technique included in the training were:

- definition of the technique
- production mode and context
- technical guidelines and calendar regarding the technique
- agronomic and environmental benefits

In other words, the emphasis was on answering three questions:

- what should the producer do?
- why should s/he do it?
- how should s/he do it?

The method employed was useful even to those farmers who already employ certain elements regarding a given improved technique.

Each training session was documented on the basis of model forms developed in collaboration with USAID. Participants were identified and recorded in registers available in each prefectural capital.

Intermediate Result 2.2: Improved production and management skills acquired and used by producers in the project activity zone

The agricultural production component of the ENRMA implements two principal activities to achieve Intermediate Result 2.2: installation of demonstration plots and development of an enhanced skills exchange network.

Activity 1 : Installing demonstration plots, organization of observation tours and exchange visits among farmers

Trials conducted by farmers are essential for a cost-effective evaluation of the performance and acceptability of the different technologies. The approach is based on the simple principle that farmers and technicians should work together to find solutions to problems identified together. The principle involves an approach which encourages farmers to articulate their problem, and express their ideas about how the problems can be resolved, their opinions on the proposed solutions, their interpretation of the results of the trials, and their decisions on the adoption of a solution.

In this approach, the trials are a key teaching and learning tool that do not require that the farmer be either educated or literate. The changes made to the farmer's usual technique involve few risks, and the farmers are able to directly associate the resulting increase in productivity with the agricultural practice they have incorporated into their routine. These trials also provide opportunities for project technical staff and collaborating NGOs to appreciate the effectiveness of the recommendations made for the different agricultural conditions. During this fiscal year, two sets of demonstrations were performed: one on vegetable crops and the second on varietal tests of corn and cassava and mineral fertilizer on corn.

On farm demonstration on vegetable crops

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. 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 the tables below.

Seeding must be done as early as possible for 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 planting 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 over watering of matured plots.

DATES REGARDING SEEDING OF NURSERIES

GROUP	INTERVAL OF SEEDING	DEVIATION from GROUP I (in Days)	SECTORS
I	19-29 Nov, 2000	0	Kouretely, Pendie Ley, Tioupia, Soumpoura Guemma, Missira, Nereboun, Oulenko, Ndire Pendie, Bohie, Pendie Fello
II	Nov 30, 2000 to Dec 9, 2000	10	None
III	10-19 Dec, 2000	20	Soloma, N'Dantary, Toulou, Sibikoto, Ley Seere, Ganfata, Parawol, Ndire
IV	20-29 Dec, 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 planning of the nurseries:

- Time taken by informal farmer associations to elaborate their statutes and by-laws. This was a criterion for receiving credit through VITA;
- Delayed seed delivery to community-based organizations (CBO) linked to transportation of seeds provided from Senegal or related to negotiations with farmers associations regarding “after production selling contracts”.

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

AGE OF PLANTS AT TRANSPLANING

GROUP	AGE OF SEEDLINGS	SECTORS
I	45 days at the latest	0
II	46 to 55 days	Kouretely, Thioupia, Guerna, Missira, Sibikoto, Damby, Nereboun, Ndiré Pandié, Bohie, Pandie Fello, Ballama, Parawol, Kensouma.
III	56 to 65 days	Pendié Ley, Soloma, Ndantary, Toulou, Ley Seéré, Ganfata, Ndiré
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, 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 the account for 22.5 kg of seed out of a total of 71 kg. In analyzing the poor performance of these CBOs, the following needs 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).

Farmer evaluations of seed varieties and manure dose levels

The ENRMA sponsors local farmer evaluations of improved agricultural techniques such as improved seed varieties and use of compost. In the *tapade* agricultural production system farmer evaluations focused on seed varieties. Test fields were selected and partitioned between local and improved varieties. The extent of participation in the tests in terms of numbers of villages and individuals is presented in the following table.

PARTICIPATION IN TESTS OF LOCAL VERSUS IMPROVED SEED VARIETIES

CROP	VARIETY	PREFECTURE					
		KINDIA		LELOUMA		TOUGUE	
		N° of villages	N° of Test-Farmers	N° of villages	N° of Test-Farmers	N° of villages	N° of Test-Farmers
MAIZE	K9101	2	2	27	83	41	123
	K113	2	2	-			
CASSAVA	F98/4	5	5	25	50	21	21
	F98/9	5	5	25	50	20	20
RICE	CK21					3	3
	CK73	3	3				
TOTAL		17	17	77	183	85	167

In the préfectures of Lélouma and Tougué, the tests included primarily the participation of women since they are the principal producers in the tapade system. In Kindia the tests were managed by producer groups and included valley-bottom and dry plains zones.

A test of the impact of manure is being conducted at 4 sites in Sougueta. Each site featured 4 levels of manure application in combination with a variety of improved maize. These tests are ongoing.

Activity 2 : Development of a network of farmer exchange of improved techniques

NGO field agents, once trained in improved NRM techniques, share the training with leading farmers who are expected to continue diffusing the improved techniques to their fellow farmers. The goal is to benefit from a "multiplier" effect.

Thus the NGO agents have undertaken an ambitious training program aimed at local farmers. Training is provided in digestible doses and includes both theory and practice. During the rainy season of FY 2001 the 13 NGO agents succeeded in creating a network of 131 individuals, including 66 women. The first plank of the network consists of 36 model farmers (1st level contact individuals) who received training in improved vegetable production techniques.

NUMBER OF INDIVIDUALS RECEIVING TRAINING AND RESPONSIBLE FOR DIFFUSION OF IMPROVED TECHNIQUES BY ZONE OF PROJECT INTERVENTION

Préfecture	CRD	Number of Villages	Number of individuals in network (by gender)			1st level Contact Individuals		
			Men	Women	Total	Men	Women	Total
KINDIA	Kolenté							
	Souguéta	18	10	1	11			
LELOUMA	Balaya	5	5	4	9	3	2	5
	Urban center	2*	4	0	4	1	1	2
	Nyalama	13*						
TOUGUE	Urban center	31	43	60	103	24	2	26
	Koin	10	4	0	4	3	0	3
TOTAL		77	66	65	131	31	5	36

* = incomplete data

Results achieved by the agricultural production component of the ENRMA during fiscal year 2001

The results achieved in the context of Intermediate Result 2—*Farm productivity increased*—are evaluated primarily on the basis of the following three indicators:

- *Area of land under cultivation using sustainable agricultural techniques in the project zone* (Indicator # 2 on the ENRMA indicator list)
- *The number of producers who invest in sustainable production techniques which increase productivity* (Indicator # 8 on the ENRMA indicator list)
- *The number of producers in the project zone capable of describing at least two sustainable agricultural practices which improve agricultural productivity* (Indicator # 9 on the ENRMA indicator list)

The objectives for fiscal year 2001 for these three indicators are as follows:

INDICATOR	FY 2001 TARGET
# 2	4,500 hectares
# 8	3,000 individuals
# 9	3,000 individuals

It is evident from the results reported below that the objective was exceeded in the case of indicator # 8, but not achieved in the cases of the two remaining indicators. Percentages of targeted objectives achieved for indicators 2, 8 and 9 respectively are 26%, 122% and 69%.

Indicator # 2 : Area of land under cultivation using sustainable agricultural techniques in the project zone

Global results:

Vegetable production	23,34 ha
Rainfed production	1,138.34 ha
Total	1,161.68 ha

Indicator # 8 : The number of producers who invest in sustainable production techniques which increase productivity

Global results:

Vegetable production	1,471
Rainfed production	2,186
Total	3,657

Indicator #9: The number of producers in the project zone capable of describing at least two sustainable agricultural practices which improve agricultural productivity

This indicator is measured according to the number of agricultural producers who have received training in the context of the training program described above. The global results, categorized according to production system, are as follows:

Vegetable production	1,108
Rainfed agriculture	967
Total	2,075

Explanatory notes regarding indicator #9

Vegetable production

Vegetable production is the principal activity capable of generating revenue in the project intervention zone. Of the three prefectures in which the project was active in fiscal year 2001, Kindia is the most experienced in vegetable gardening. Vegetable production takes place throughout the year in Kindia and has a ready outlet in the markets of Kindia town and Conakry. Vegetable producers have benefited in the past from development projects promoting vegetable gardening and appropriate techniques, and are thus more advanced generally in mastery of such techniques than are the producers of Tougué and Lélouma. The latter two prefectures' experience with vegetable production began with the arrival of the ENRMA. The activity is included as a priority in the local natural resource management plans of these localities and was practiced during the dry season (November through May) of fiscal year 2001. Production in the past year concentrated on onions, which presented some technical challenges to the inexperienced producers of these two prefectures. Training thus focused on:

- 1) Types of organic fertilizer, application procedures and doses
- 2) Characteristics of onion varieties
- 3) Technical guidelines regarding various vegetable crops including nursery management, transplanting and routine care and maintenance (watering, weeding etc).
- 4) Harvesting periods and appropriate collection and storage procedures.

A total of 1,108 individuals in the 3 prefectures received training in at least two improved NRM techniques targeting increased knowledge and skills for vegetable production. A particular emphasis was placed on organically enhanced soil fertility. These 1,108 producers represent 52 economic interest groups whose distribution is illustrated in the following table.

Préfecture	Number of Economic Interest Groups	Number of Participants in Training		
		Men	Women	Total
Tougué	22	210	360	570
Lélouma	8	73	143	216
Kindia	22	145	177	322
Total	52	428	680	1108

Rainfed Agriculture

Training in the context of rainfed agriculture concentrated on resolving existing problems resulting from low-yielding seed varieties, soil erosion and lack of soil fertility. A total of 2,075 producers including 1,317 women received training in various NRM practices. A summary of training themes and agricultural crops by prefecture is provided in the following table.

Préfecture	Agricultural Production System	Principal Crops	Recommended NRM Practices
Kindia	Exterior fields Dry plains	* Groundnut * Maize	* Crop Rotation * Improved seed varieties
	Watersheds and slopes	* Rice * Groundnut * Fonio * Cassava	* Field trees * Improved fallow * Stone bunds * Anti-erosive live-fencing * Improved seed varieties
	Valley bottoms		* Crop Rotation * Improved seed varieties
Tougué and Lélouma	Tapade	* Maize * Cassava	* Straw Mulching * Compost * Live-fencing
	Watersheds and slopes	* Rice, Groundnut * Cassava * Fonio	* Stone bunds * Anti-erosive live-fencing * Field trees

Intermediate Result 2 (continued): Farm Productivity Increased

PART 2: AGRICULTURAL COMMERCIALIZATION COMPONENT

INTRODUCTION

The Agency for Agricultural Commercialization (ACA) and Land O' Lakes are, in part, responsible for increasing on-farm productivity in ENRMA project zones. Activities related to the marketing of agricultural products are summarized below.

Construction of the "Agricultural and Commercial Information Centers" (CIAC) of Lélouma and Tougué and Location of a space for Kindia

The surveys carried out in the three prefectures and/or the rural development communities (CRD) during the onset of the project revealed the existence of certain zones not reached by Rural Radio broadcasts. Examples include the CRD in the prefectures of Macenta, Guéckédou and Kissidougou. Another weakness of the Rural Radio broadcasts was that they were not repeated. Certain listeners stated that there is no possibility of obtaining information once they miss it. In addition, several association members expressed the need to have information more specific to their prefecture.

To improve information dissemination and to satisfy the request of certain associations to have current price information for both their prefecture as well as the capitals of Guinea's natural regions (Kankan, Labé, Kindia, Nzérékoré and Conakry), ACA with the support of LOL has created Agricultural and Commercial Information Centers (CIAC) in prefectural headquarters.

The CIACs of Lélouma and Tougué, sites identified and established with the collaboration of the communal authorities, are already built and furnished. They will be operational for the coming onion marketing season.

Office space to house the CIAC in Kindia has been rented and is being renovated. Once operational, the CIAC will be an effective information center for producers and distributors, as well as consumers from both urban and rural centers under the leadership of prefectural sales agents.

These centers were created in recognition that the modernization and effectiveness of an agricultural produce marketing network will only be effective when producers and purchasers have easy access to market information such as current prices. The producers will respond to market demand only when they are informed on prices and the location of the demand. Also, it should be noted that the access to market information by farmers and by buyers alike helps ensure transparency of the market.

Surveys on the access of producers to market information

To evaluate the number of producers who have access to the market information, LOL and ACA's technical staff developed a methodology to carry out a survey on the accessibility of the producers to market information, primarily broadcasts by Rural Radio. A Farmer-to-Farmer volunteer reviewed the methodology and ACA carried out the survey 9-22 March 2001. The surveys covered the following districts:

Table 1. List of the districts covered by the survey

	Préfecture	District
1.	Labé	Labé Centre
2.	Labé	Garambé
3.	Tougué	Tougué 1&2
4.	Lélouma	Diala et Petel
5.	Lélouma	Balaya Centre
6.	Kindia	Linsan
7.	Kindia	Kolenten
8.	Kankan	Kankan Centre

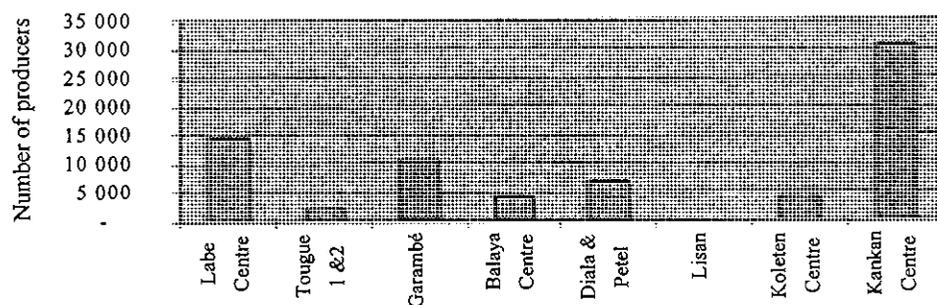
The results of the survey show that approximately 72,597 out of 100,672 farmers who represent the total active population of those districts surveyed have effective access to market information through the broadcast of *Echo du Marche*. Of the total number of farmers who have access to the market information, 40,423 are men and 32,174 women representing 55,68 % and 44,32 % respectively of the total. Of these farmers, 33,350 (22,768 women and 10,582 men) use market information to carry out commercialization activities. Table 2 and Graphs 1 and 2 show the aggregate results of the investigation. These data respond to **Indicator 11: The number of producers who use market information to formulate their commercialization strategies**. As these data indicate, the target for indicator 11 was surpassed.

Table 2. Number of producers who have access to market information

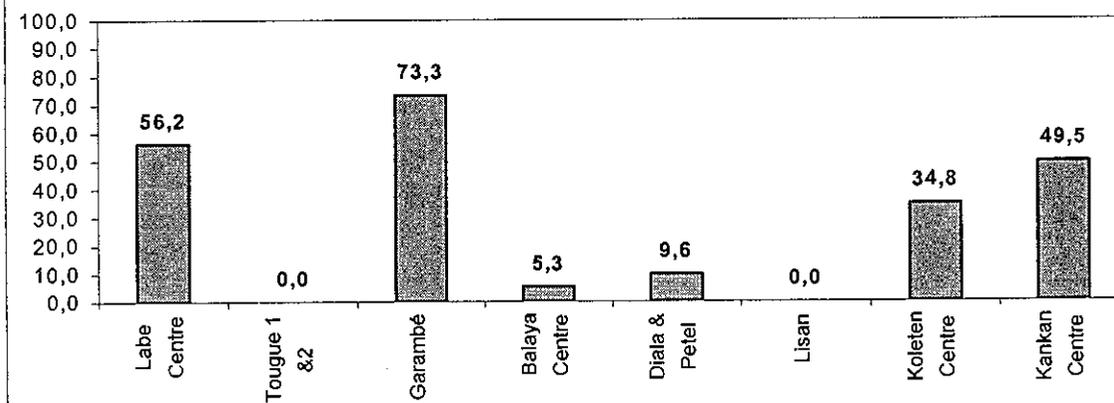
N°	District	Number of producers having access to market information			Number of producers who effectively use the information	%
		Men	Women	TOTAL		
1	Labé Centre	11,008	3,485	14,493	8,145	56.20
2	Tougué 1 & 2	912	1,140	2,052	-	-
3	Garambé	5,317	5,280	10,597	7,768	73.30
4	Balaya Centre	2,152	1,810	3,962	210	5.30
5	Diala & Petel	2,810	3,971	6,781	648	9.56
6	Lisan	-	-	-	-	-
7	Kolenten Centre	1,981	2,118	4,099	1,425	34.76
8	Kankan Centre	16,243	14,370	30,613	15,152	49.50
TOTAL		40,423	32,174	72,597	33,350	45.94
(%)		55.68	44.32	100.00	45.94	

Source : A.C.A, Résultats d'enquête sur l'accessibilité des producteurs aux informations de marché (mars 2001)

Graph 1. Number of producers at various locations who use market information



Graph 3. Percentage of producers from various locations having access to information who use it effectively



Value of the Marketed Products

ACA's produce commercialization activities are summarized as follows:

Introduction of a revolving fund into the commercialization network

To facilitate commercialization operations between producers and distributors, ACA has set up a revolving fund that is used as an agricultural tool for produce marketing. Via LOL, part of these funds valued at 24 million FG was granted to ACA by VITA.

The purpose of the fund is to encourage the marketing of produce between small producers and buyers, who are geographically separated. Oftentimes deals between the two are negotiated but the transfer is inhibited due to inadequate cash flow. The producer does not want to dispose of his/her produce before receiving payment but the buyer often lacks (or refuses) to pay out until the produce is in hand. Thus, the injection of small amounts of capital can be used to facilitate the transaction. This model of a reinforced marketing network was applied by ACA/LOL for the first time to support onion producers in Middle Guinea under the ENRMA activities financed by USAID.

At the time of the onion commercialization campaign, the revolving fund actually helped solve problems in terms of payment between buyers (who wanted to buy on credit) and producers (who wanted to be paid at the time of the removal of their produce).

Unfortunately, the fund's benefits were tarnished by the dishonesty of certain distributors who did not respect their repayment commitments agreed upon in advance. This explains certain difficulties that ACA has encountered in recovering the totality of the invested fund. Negotiations are currently in process for quick resolution to this problem. Also, ACA is reflecting on a more efficient use of the fund in the future.

Mission to purchase and distribute onion seeds

With the goal to facilitate acquisition by producers of good quality seeds at a better price, ACA conducted a trip to purchase onion seeds in Dakar, Senegal 8-15 November 2000. The mission was successful due to effective collaboration with Winrock. The onion seed varieties "Violet de Galmi" and "Texas Early Grano" were bought by ACA. The following quantities were purchased:

Table 3. Quantity of onion seed bought on behalf of associations

N°	Variety	Quantity Purchased (kg)	Observation
1	Violet de Galmi	114	Conditionned 4 Oct. 2000
2	Texas Early Grano	31	
	TOTAL	145	

These quantities were sold to associations at a very competitive price.

By 31 December 2000, at the end of the planting season, nearly 55 kg of onion seeds had been distributed to 19 associations assisted by the ENRMA. The majority of these groups profited from loans granted by VITA, which were used to finance seed purchase. This demonstrates the synergy between the two institutions, a synergy that helped facilitate the acquisition of the seeds by the farmers who generally had difficulties in financing purchase of their inputs. We encourage VITA to make funds available in order to finance further operations.

It should be noted that this activity falls within the framework of implementation of the "strategy of group purchase" (SGP) of inputs that ACA introduced to associations in order to reduce the cost of seed acquisition by the effect of the economy of scale. Indeed, it is necessary to point out that taken individually, the average seed requirement expressed by an association usually does not exceed three kilograms (3 kg), hardly enough to attract distributors. Moreover, it should be noted that at the time of the order, there was no onion seed on the market. The lack of seed has crippled more than one association member. The remedial action taken by ACA allowed association members to respect the recommended planting period.

Table 4. List of associations supplied with onion seeds

Date	CRD	Name of association	Quantity requested (kg)	Quantity sold (kg)	Method of financing	Observation
25/11/00	Tougué Centre	Ganfata	3	3	F	G. Autres
-II-	-II-	Soloma	3	2	F	-II-
-II-	-II-	Nafaya	0.5	0.5	F	-II-
-II-	Koin	Siguira	10	10	F/P	G. A.C.A
		Tiankoy				
29/11/00	Tougué Centre	Tabara	4	4	F	-II-
-II-	-II-	Wondi Dyama	5	5	F	-II-
-II-	-II-	Limanya	3	3	F	-II-
-II-	-II-	Dow Tougué	2	2	F	-II-
1/12/00	-II-	Fougoumba	2.5	2.5	F	-II-
-II-	-II-	Sampi	2.5	2.5	F	-II-
22/11/00	Balaya Centre	Tankoulé	1	1	F	G. Autres
-II-	-II-	Sandji kouloun	5	5	F	-II-
-II-	-II-	Tanguin Konkoli	1	4	F	G. A.C.A
23/11/00	-II-	Bhantal Djinkan	3	3	F	G. Autres
24/11/00	Lélouma Centre	Sayalla	2	2	F	-II-
-II-	Djountou	Wongori	1	1	F	-II-
-II-	Balaya Centre	Mamadou D.Diallo	-	0.5	F/P	Entrepreneur
27/11/00	Lélouma Centre	Hafia léysaré	3	3	F	G. A.C.A
<i>TOTAL</i>		19	52.5	55 kg		

Caption: F = Financing VITA
 F/P = Self Financing
 G Autres = Grouping included in other project components
 G A.C.A = Agricultural Association partner of ACA

Market search for onion in Nzérékoré

In order to prepare the ENRMA-supported associations in Lelouma and Tougué for the onion commercialization season, ACA organized and sponsored a meeting with Nzerekore onion distributors during the month of November. The meeting gave the opportunity to 36 participants to expose difficulties related to onion commercialization in the forest region. The meeting recommended the following points:

- The distributors must formulate a “group order” with the intervention of ACA.
- The ACA compensation fund must be used to minimize the cost of produce acquisition on one hand and to facilitate the transfer of funds from buyer to seller on the other hand.
- ACA will assist the distributors to arrange a storage facility for onions and potatoes in Nzérékoré.

Contact with onion distributors of Conakry

In order to prepare for the successful commercialization of onions in Conakry, ACA organized a meeting on 16 May 2001 to contact eleven onion distributors at Madina market. This meeting

facilitated discussions between ACA and the distributors on methods to supply onion to Conakry markets.

To start the transactions, ACA agreed to organize a test, which would in turn help to improve management of other transactions. The test should rely on a sample of fifteen tons (15 T) of onions, variety "Violet de Galmi". The following distributors attended the meetings.

Table 4. List of distributors present at the Conakry meeting 16/05/01

N°	Name	N° Boutique	Observation
1	Mamadou Saliou KEITA	139	Marché madina
2	Souleymane BARRY	100	Marché madina
3	Aguibou BARRY	C-28	Marché madina
4	Amadou Sara BARRY	-	Marché madina
5	Alpha Oumar SYLLA	90	Marché madina
6	Mamadou BARRY	32	Marché madina
7	Alpha Oumar BARRY	C34	Responsable du groupe
8	Boubacar DIALLO	C-06	Marché madina
9	Thierno Sounoune BAH	33	Marché madina
10	Mamadou Chérif DIALLO	-	Marché madina
11	Mamadou Saïdou BAH	C-22	Marché madina

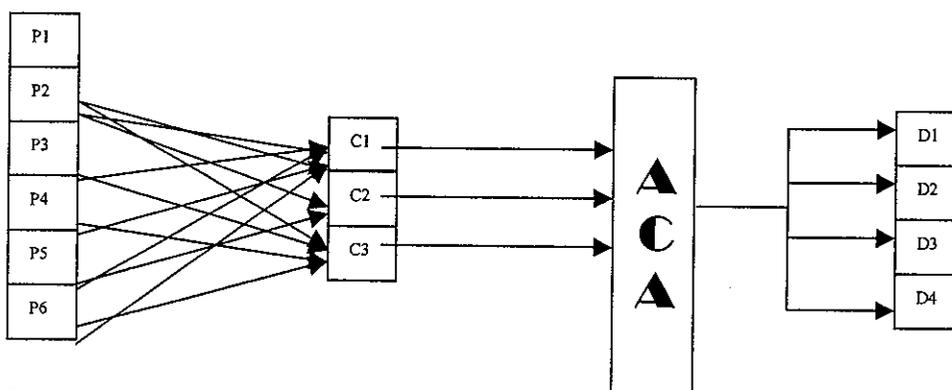
Onion commercialization operations

The implementation of the marketing network supported by the revolving fund (RFC), established to ensure the sale of onion, faced an obstacle. Some producers preferred to store their produce rather than selling it to ACA. These farmers preferred to engage in market speculation rather than sell their onions to ACA at set prices. Others chose to sell their produce to traditional collectors-distributors with whom they have had an established relationship, thus demonstrating the importance of the marketing relations concept. Unfortunately, the commitments made to ACA through signature of collaboration contracts were not respected.

ACA, having based its operations on the "transaction pure and simple" principle, ended up revising its strategy in order to adapt it to the new conditions. The review of the strategy had a double justification. It allowed ACA:

- To honor its commitments to urban distributors and consumers who had made firm orders for onion purchases;
- To assist producers in marketing their produce by integrating collector-distributors into the market chain, since the rhythm of the sale of produce depends on the collector-distributor produce gathering capacity.

The reinforced and expanded commercialisation network for collectors-distributors is presented as follows :



Key:

P = Producer
 C = Collector-distributors from Labé
 D = Distributor in Conakry

In conclusion, it should be noted, that in the implementation of the marketing network, ACA placed greater emphasis researching outlets (demand), reassured that producers would sell their products through its mediation, in accordance with the clauses of the signed collaboration contracts (offers). Unfortunately, the network did not fully succeed. Nevertheless, ACA marketed 20 tons of onion for a value of 10,16,400 FG.

The 2000-2001 onion commercialization season made it possible to demonstrate the need for flexibility as well as the force of the marketing network in researching outlets. In less than three weeks, the sales agents identified customers who were willing to collaborate with ACA. However, the ACA relationship with the associations suffered from some imperfections. It must be re-examined, taking into account the old relationship that ACA had with collectors.

Meeting between LOL, Winrock, ONG partners and onion producers of Lélouma and Tougué

After the 2001 onion commercialization season, LOL, Winrock, and ENRMA's NGO partners met with onion producers from Lélouma (Districts of Balaya centre, Horé Djoli, Dow Banga and Diala Kadjè) and Tougué (Sectors of Missira, Néréboun, Guemma Dantary Diankabe, Ndiré Pandey, Tabara, Dow Tougué, Samping and Fougouba). The goal of the meetings was to sensitize producers on problems that occurred during last onion season. The mission made it possible to obtain an agreement from producers of the visited districts to continue working with the ENRMA to improve produce commercialization.

Commercialization of agricultural produce

For better presentation and understanding of the value of marketed products, they were classified into two (2) groups: 1) Those sold at the fair and 2) those sold outside.

ALA Fair

ACA assisted six associations to take part in the 8th Agricultural, Industry and Craft Fair (AIA) held 1-12 February 2001 in Conakry. These groups include: Company LILA, AFEG, FADEX, Kanya Néma, GAPE and AFTT. The participants sold agricultural produce valued at 3,514,350 GF.

Agricultural Fair in Kankan (FAK):

Within the framework of promotion of Guinean agricultural produce, ACA facilitates meetings and exchanges between producers and distributors (and/or consumers). To fully play its intermediary role in produce commercialization, ACA conceptualized, planned and organized the 1st Agricultural Fair of Kankan held 15-22 April 2001. LOL, 7 sponsors and 92 ordinary participants who principally intervene in the agricultural sector participated in the fair.

Representatives from the four natural regions of Guinea attended the fair. A variety of products were exposed such as fresh agricultural produce (banana, potato, eggplant, groundnut and cassava), packaging material, mineral fertilizer (e.g., triple 15 and 17, urea bead 46%, potash, round up 360SL), equipment (decorticators for groundnut, fonio and cashew nut), dried agricultural produce (cashew nut, rice paddy, corn grain, soya, dried pepper and Angola peas), processed agricultural products (dried and powdered mango, mango jam and candy, ginger and tamarin syrup and powdered soya) and other products (handcrafts, honey, beeswax, *grain de néré*, smoked fish, and early orange and mango seedlings). The total value of sales at the fair in Kankan amounted to 12,000,000 GF.

Agricultural commercialization within the framework of the network (beyond the fair)

From October 2000 to July 2001, the value of the agricultural produce marketed with the assistance of ACA amounts to 494,120,353 GF. For all market outlets, the value of products commercialized was 509,634,703 GF. (See table and graphs below)

Table 5. Total value of the agricultural produce marketed

Item	Total value (GF)	Percentage
Products sold outside the fair	494,120,353	96.96%
Products sold during the fairs (AIA and FAK)	15,514,350	3.04%
TOTAL	509,634,703	100%

The first category of products, 96.96%, takes into account all the agricultural produce sold outside of the fair. The second category, 3.04%, concerns the products sold during the 8th Agriculture, Industry and Handcraft Fair (AIA) and the 1st Agricultural Fair of Kankan (FAK).

There are 57 producer associations carrying out commercialization activities in the ENRMA project zones with the support of ACA and LOL. All these associations signed collaboration contracts with ACA.

Training

ACA and LOL conducted several training workshops on various topics in the ENRMA intervention zones. The table below recapitulates the number of participants by gender that benefited from the trainings.

Table 6. Training summary

N°	Description	Participants		
		Men	Women	TOTAL
1	Training conducted by ACA staff	77	0	77
2	Training conducted by FTF volunteer	798	312	1110
3	Training conducted by LOL Staff	115	144	259
TOTAL		990	456	1446

Farmer-to-Farmer Program Status Report for Fiscal Year 2001

A major component of ACA's activities conducted as an ENRMA partner is the Farmer-to-Farmer program. This program brings specialists in selected agricultural-related fields to Guinea as volunteers to share their expertise and to train local farmers, agricultural produce marketers and other individuals working in agricultural industries. The following table presents the volunteers and themes featured during fiscal year 2001.

Table 7. Farmer-to-Farmer Status Report for Fiscal Year 2001

Date	Name	Assignment	Number of Farmers Contacted		
			Men	Women	Total
<i>2000</i>					
Oct 7 - 29	Gilbert Attoumgré	Agricultural Statistics	19	2	21
<i>2001</i>					
Jan 29 - Feb 9	David Willet	Association and Cooperative Management	22	31	53
	William Gréory	Group-led Business Initiatives	50	65	115
Jan 6 - 19	Richard Hirst	Human Resources Strengthening (Phase 1)	25	10	35
Jan 6 - 25	Ed Schwaller	Business Planning	179	39	218
Jan 6 - 25	Jeanne Schwaller	Market Information	179	39	218
Jan 27 - Feb 11	Bernard Shannon	Association Member Services	22	31	53
Jan 27 - Feb 11	Edie Shannon	Human Resources Strengthening (Phase 2)	26	4	30
Mar 5 - 24	Phil Smith	Survey System Training	N/A		
	Daniel Norris	Preparation and Use of Market Information Situational Analysis (Phase 1)	2	1	3
Jun 5 - 23	Gloria Kast	Management of a Documentation Center	4	5	9
Jun 20 - Jul 6	Holly van Fleet	Market Promotion and Producer Training on the Use of Agricultural Market Information	20	3	23
Jun 20 - Jul 6	Pat Willey	Development of the Agricultural Marketing Chain	20	3	23
Jul 18 - Aug 3	Adair Morse	Preparation and Use of Market Information Situational Analysis (Phase 2)	4	3	7
		TOTAL	572	236	808

Constraints and Recommendations

Constraints

- The refusal of certain producers to honor their commitments. Consequently, ACA marketed only 20 tons of onions out of the 900 tons anticipated. To avoid such a situation in the future, an assessment mission will go to the field to meet farmers in order to identify problems and their causes that have affected the success of the onion commercialization campaign. Also, the mission, working with farmers, will formulate appropriate solutions.
- The poor estimation of onion yields. At this stage, it is necessary to train field agents in evaluation techniques and methods to estimate realistic production levels.
- Cashflow issues, i.e., distributors want to buy produce on credit while farmers expect cash payments for removal of their produce.
- Lack of debt reimbursement by certain distributors. At this point, the system of payment will be re-examined in depth to improve the rate of debt recovery related to transactions.
- The monopoly by onion importers who manipulate prices and the flow of produce to crush the competition from local onion producers. It appears that there is a need to reorganize the entire channel and to undertake activities for better regulation of the onion importation.
- The lack of transport for ACA sales agents was also a significant constraint in the execution of activities.

Conclusion

In spite of the mentioned difficulties, the 2001 commercialization campaign was a success according to the value of marketed products, amounting to 509,634,703 GF even though it is slightly below that of last year (2000), which was 566,499,756 FG. It should be noted that the organization of the 1st Agricultural Fair of Kankan was a great success and participants unanimously asked for the continuation of this significant commercial and promotional event. It should also be noted that 33,350 farmers effectively use market information to commercialize their produce and 57 producer groups in the project zones carry out commercialization activities. Concerning training issues, 1,446 farmers including 990 men and 456 women were trained on various topics. In addition, 18 volunteers were deployed during this period.

Intermediate Result 3: Small and Micro-Enterprise Activities Increased

Context of the IR-3 Team's Interventions under the auspices of the ENRMA

This Program Performance Report describes the progress achieved by VITA and its partner, PRIDE/Formation, under Intermediate Result Number 3 (IR-3) of the Expanded Natural Resource Management Activity (ENRMA) during the second year of the project, that is, for the period from October 1, 2000 to September 30, 2001. The report focuses on the achievements and lessons learned during this period.

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

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

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

In this context and based on the lessons learned during the first eighteen months of project implementation, VITA and PRIDE/Formation identified a group of financial and business development services and interventions that would help achieve the desired objectives and performance indicators in IR-3. These are detailed in ENRMA's second work plan for the period April 1, 2001 to September 30, 2002, and include:

- ❖ The development and implementation of a business development training program targeting micro and small enterprises in the ENRMA activity zones.
- ❖ The creation of three Enterprise Development Centers (*Centres de Développement des Entreprises* – CDEs), and the development and implementation of an Enterprise Development Sub-sector Support Program under the auspices of the CDEs to inform and educate rural entrepreneurs in ENRMA target zones about new ideas, new green technologies and new market opportunities and to provide them with a variety of business development services.
- ❖ The Creation of a rural network of Village Savings and Credit Associations (*Caisses Communautaires de Croissance* - C³s) in the activity zones to provide local communities in the ENRMA target zones with accessible financial services.
- ❖ The development and implementation of a Pilot Credit Program to test new financial products targeting micro and small enterprises and the various associations and village-based

organizations involved in the agricultural production, transformation and commercialization activities promoted and supported by the other partners of the ENRMA.

I. Highlights of the IR-3 Team's Activities during the second year of the project

The second year of the ENRMA was a period of **expansion, intensification and reorientation** for the Rural Enterprise development team of the ENRMA. The IR-3 Team **expanded** the number of Community Savings and Loans Associates (*Caisses Communautaires de Croissance - C³s*) created by VITA under the auspices of the ENRMA from 4 to 28. VITA and PRIDE/Formation also **intensified** Rural Enterprise Training Programs in the ENRMA activity zones by offering 37 enterprise development workshops to 977 persons (including 435 women - 45%). Last but not least, with guidance from the VITA home office, the IR-3 Team took its first steps to **reorient** the activities of the Enterprise Development Centers (CDEs) to increase their contribution to the achievement of the project's overall objectives. All in all, progress was made in a number of areas during the second year of the project (from October 1, 2000 to September 30, 2001):

a) The Rural Enterprise Development Training Activities (in collaboration with PRIDE/Formation):

The IR-3 Team, in collaboration with the local NGO PRIDE/Formation, organized a series of training sessions targeting rural enterprises² 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.

1. Organization of a series of business development training sessions for rural enterprises at the District level.

The table below provides a breakdown of the various enterprise development training sessions organized by the ENRMA IR-3 Team as of September 30, 2001:

² By enterprise, we mean any individual or formal or informal organization (enterprise, association, group, etc.) engaged in revenue generating activities.

Summary of the Rural Enterprise Development Training Sessions Organized by the IR-3 Team as of September 30, 2001						
NO.	TRAINING MODULES	ACTIVITY ZONES	DATES	NUMBER OF PARTICIPANTS		
				M	F	Total
I. Year 1 of the project (October 1, 1999 to September 30, 2000):						
Subtotal (21 Workshops organized from October 1, 1999 to September 30, 2000)				366	129	495
PERCENTAGE (%)				74%	26%	100%
II. Year 2 of the project (October 1, 2000 to September 30, 2001):						
1	Enterprise Creation Workshop	Labé-Centre	Oct. 23 – Nov. 1, 2000	22	0	22
2	Entrepreneurship Workshop (LN)	Tougué-Centre	November 6-12, 2000	1	20	21
3	Entrepreneurship Workshop	Tougué-Centre	November 19-29, 2000	14	1	15
4	Customer Service Workshop	Kindia-Centre	November 23-24, 2000	21	4	25
5	Preparing Bids & Proposals Workshop	Kindia-Centre	November 25, 2000	21	4	25
6	Strategic Management Workshop	Kindia-Centre	December 13-18, 2000	15	10	25
7	Entrepreneurship Workshop (LN)	Lélouma (Dowbangua – Balaya)	January 2-5, 2001	18	8	26
8	Customer Service Workshop	Kindia-Centre	January 21-23, 2001	27	5	32
9	Entrepreneurship Workshop (LN)	Lélouma (Balaya-Centre)	January 21-23, 2001	6	16	22
10	Business Planning Workshop	Kindia-Centre	January 24, 2001	27	5	32
11	Simplified Accounting Workshop	Lélouma (Balaya-Centre)	January 24-25, 2001	6	16	22
12	Entrepreneurship Workshop (LN)	Tougué (Kafah)	January 28-31, 2001	20	13	33
12	Entrepreneurship Workshop (LN)	Kindia (Linsan)	Jan. 29 – Feb. 1, 2001	6	15	21
14	Entrepreneurship Workshop (LN)	Tougué (Woulenko)	February 1-4, 2001	14	16	30
15	Entrepreneurship Workshop (LN)	Kindia (Tafory)	February 14-17, 2001	19	11	30
16	Introduction to Marketing Workshop	Labé-Centre	February 15-16, 2001	22	8	30
17	Customer Service Workshop	Labé-Centre	February 17-18, 2001	18	11	29
18	Enterprise Creation Workshop (LN)	Lélouma (Tyanguel Bori)	February 20-22, 2001	9	31	40
19	Introduction to Marketing Workshop (LN)	Labé-Centre	February 21-26, 2001	9	7	16
20	Simplified Accounting Workshop (LN)	Lélouma (Tyanguel Bori)	February 23-24, 2001	9	31	40
21	Entrepreneurship Workshop (LN)	Tougué-Centre	March 3-5, 2001	10	1	11
22	Enterprise Creation Workshop (LN)	Lélouma (Horé Dioli)	March 11-13, 2001	8	15	23
23	Simplified Accounting Workshop (LN)	Lélouma (Horé Dioli)	March 14-15, 2001	8	15	23
24	Simplified Accounting Workshop (LN)	Kindia (Linsan)	March 9-14, 2001	21	4	25
25	Enterprise Creation Workshop (LN)	Kindia (Linsan)	April 11-13, 2001	19	22	41
26	Customer Service Workshop (LN)	Kindia (Linsan)	April 14, 2001	15	21	36
27	Entrepreneurship Workshop (LN)	Tougué (Sandaké)	May 28-30, 2001	17	16	33
28	Entrepreneurship Workshop (LN)	Tougué (Néréboun & Missira)	May 31- June 3, 2001	20	21	41
29	Entrepreneurship Workshop (LN)	Tougué (Siguirra)	June 3-5, 2001	12	19	31
30	Entrepreneurship Workshop (LN)	Tougué (Koin I)	June 6-8, 2001	17	19	36
31	Entrepreneurship Workshop (LN)	Kindia (Sougueta-Centre)	July 5-8, 2001	11	11	22
32	Entrepreneurship Workshop (LN)	Kindia (Kolonté-Centre)	July 16-19, 2001	12	8	20
33	Entrepreneurship Workshop	Kindia-Centre	July 26-30, 2001	15	5	20
34	Entrepreneurship Workshop (LN)	Lélouma-Centre	July 20-25, 2001	6	11	17
35	Entrepreneurship Workshop (LN)	Lélouma (Tyanguel Bori)	July 20-24, 2001	14	10	24
36	Entrepreneurship Workshop	Kindia-Centre	August 5-13, 2001	16	4	20
37	Entrepreneurship Workshop	Lélouma-Centre	August 8-15, 2001	17	1	18
Subtotal (October 1, 1999 to September 30, 2000)				542	435	977
PERCENTAGE (%)				55%	45%	100%
III. Comparison of the first two years of the project (October 1, 1999 to September 30, 2001):						
Total Number of participants in Year 1				366	129	495
Total Number of participants in Year 2				542	435	977
TOTAL NUMBER OF PARTICIPANTS				908	564	1 472
PERCENTAGE (%)				62%	38%	100%

LN = Local language version of the workshop

As the table above indicates, the IR-3 Team has offered 58 enterprise development workshops to 1,472 persons (including 564 women - 38%), representing 8,075 person/days of training. It should be noted that the project continues to experience an increase in the number of women participating in the Enterprise Development Training sessions organized by PRIDE/Formation under the auspices of the ENRMA – with women representing more than 45% of the participants during the second year of the project. It should also be noted that the number of persons trained by PRIDE/Formation in year 2 of the project increased by 97% - from 495 in year 1 to 977 participants in year 2.



A PRIDE/Formation workshop in the ENRMA intervention zones. The workshop is organized under the auspices of the ENRMA. The workshop is organized by the IR-3 Team under the auspices of the ENRMA.

As a result of PRIDE/Formation's rural enterprise development activities in the ENRMA intervention zones, the following results were achieved during the second year of the project:

- ❖ 348 enterprises were created in the target zones (approximately 71% of these enterprises were involved in commercial trading and agricultural marketing activities, 7% in artisanal activities, 9% for service-related activities, and 13% in agriculture production-related activities);
- ❖ 968 enterprises expanded their activities in the target zones (approximately 53% of these enterprises were involved in commercial trading and agricultural marketing activities, 21% in artisanal activities, 14% for service-related activities, and 13% in agriculture production-related activities); and
- ❖ 806 enterprises adopted new management techniques.

2. 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:

- ❖ Recruiting several women to join the ranks of its agent/trainers in an attempt to increase women's participation in its business development workshops;
- ❖ Packaging two to three introductory business development sessions into one introductory module and reducing the length of the training sessions. This was an important adjustment since rural-based entrepreneurs find it difficult to spend more than one week in training session because of time constraints related to their agriculture-based activities; and
- ❖ Organizing training sessions in local languages and using decentralized agent/trainers at the District level.

As indicated by the latest statistics, 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.

- b) The Enterprise Development Centers (*Centres de Développement des Entreprises – CDEs*) and the ENRMA Enterprise Development Sub-sector Support Program:

Guinea is a resource rich country. Given its abundance of water, favorable climate, and rich ecological diversity, Guinea has the capacity to better meet domestic food needs and compete internationally as a major exporter of coffee, tropical fruits, vegetables, and other commodities. Unfortunately, the more than 443,000 rural households for which agriculture is the principal source of income are increasingly relying on environmentally damaging practices to satisfy their food needs. They farm marginal lands, frequently use slash-and-burn agricultural practices, and invest little in soil conservation or organic and inorganic soil inputs.

VITA established the CDEs as a means of informing and educating rural entrepreneurs about new green technologies and new market opportunities, and providing them with a variety of business development services. Specifically the CDEs were conceived as a means of:

- ❖ Helping entrepreneurs access relevant information that would help them make better decisions about business and business expansion.
- ❖ Assisting entrepreneurs with the identification of the necessary technology to speed up and increase the efficiency of their production process and save labor, improve product quality and, foster innovation.
- ❖ Providing a training center for NGOs, farmers and entrepreneurs.
- ❖ Creating linkages among various stakeholders and fulfilling an advocacy role by bringing together and helping create associations to meet area needs.

The Centers were also envisioned as a means of developing rural radio programming on enterprise development themes and opportunities as well as on new technologies, marketing and Natural Resource Management issues. Finally, it was expected that the CDEs would offer services such as Internet access (Cyberspace), computer literacy training, photocopy and other needed 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.

All in all, VITA created three Enterprise Development Centers (*Centres de Développement des Entreprises* – CDEs) one in Conakry, the capitol of Guinea, a second in Labé, the capitol of the Fouta Djallon region, and a third in Guéckédou, Guinea's Forest Region. Building on lessons learned from the establishment of other Business Incubators and Business Development Centers, VITA limited CDE personnel to a select number of multi-disciplinary personnel for each Center – a Director, an Assistant and a receptionist. Identifying this local staff to manage the CDEs took some time and effort, but VITA believes that this investment was justified.

Since their creation, the Enterprise Development Centers (*Centres de Développement des Entreprises* - CDEs)³ have worked to provide rural-based enterprises and organizations with the kinds of services that could help them to improve their performance, conserve natural resources, expand, and increase their incomes. To this end, the CDEs have already successfully aided rural clients to establish recognizable products, create business linkages, and develop markets. Following are some examples of the services provided by the CDEs during the second year of the project.

³ 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. The third CDE created in Guéckédou was closed in September 2000 due the security situation in the Forest Region.

1. The Enterprise Development Center (CDE) in Labé was inaugurated and training activities were initiated.

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 SO1 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.

Following the inauguration, the project's Enterprise Development Center (CDE) in Labé initiated its first computer and business development training sessions and opened its Internet Access Room to the public following the inauguration of the Center. According to the Director of the CDE in Labé, the Center has signed contracts with several institutional clients for computer training courses and has offered computer literacy courses and access to Internet services for several individual clients. Additionally, during the second year of the project, the CDE staff in Labé has helped organize series of appropriate technology workshops in the ENRMA target zones (i.e. artisanal tye-dyeing and soap-making, improved apiculture techniques, etc.). The details of these appropriate technology activities are discussed in sections 7-10 below.



The CDE's inaugural ceremonies were presided by the Cabinet Director from the Governor's office, the *Préfet*, the *Préfet* from Labé, and representatives from the SO1 Team from the USAID Mission in Guinea and the National Direction of Water and Forestry of the Ministry of Agriculture (DNEF).

Security considerations necessitated the halt of the IR-3 Team's efforts to open the CDE in Guéckédou.

2. Development of a website for the Enterprise Development Centers - CDEs.

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 web site 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 initiated work on this during the first quarter 2001 and completed the beta version of the website (www.pegrm.net.gn) during the third quarter of 2001. It is expected that the website will help promote the CDEs' activities, and provide links to websites of a variety of business development institutions as well as other sites offering access to a wide range of appropriate publications. For example, one of the CDE's clients, ADAM-Gui, an apiculture association based in Labé, used the CDE the links to the CDE website to obtain publications concerning the minimum norms and standards for exporting honey to neighboring countries in the West African sub-region and in Europe.

3. Development and implementation of 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 development 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 which 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. The consultant also worked 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 so that they can be better able to respond to clients' needs.

4. The Team welcomed a two-week field visit from Tim Canedo, a Business Development Services Specialist.

From December 6-27, 2000 the IR-3 Team welcomed a two-week field visit from Tim Canedo, a Business Development Services Specialist. The main purpose of Mr. Canedo's consultancy was to:

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

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

An abbreviated version of the sub-sector 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. Mr. Canedo's approach looked not only at aspects of technology and markets but, rather, investigated the total environment in which the MSEs operate to provide a better understanding of the potential targets for assistance and the types of interventions needed to have a larger impact on the entire sub-sector. Mr. Canedo examined the many commercial relationships that take place between the different actors in the sub-sector that take raw materials through production to the ultimate consumer. Taking into account these

relationships, Mr. Canedo worked with project staff 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 sub-sector analysis followed the following eight-step process:

1. Determine criteria for choosing sub-sectors.
2. Develop initial list of sub-sectors.
3. Interview key informants.
4. Field orientation and survey of producers of selected sub-sectors
5. Ranking of sub-sectors – choose the 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 sub-sectors 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 sub-sector. The activities of the consultancy began in a broad stage of analysis looking at the activities of all sub-sectors for the three target *Préfectures* of Labé, Tougué and Lélouma. These geographical areas were broadly assessed by looking at the wide range of activities related to the sub-sectors. Information gathering then became more specific.

By the end of the consultancy, the following sub-sectors were determined to be good candidates to receive assistance under ENRMA's Enterprise Development Sub-sector Support Program and other partners' programs: the Apiculture (bee-keeping) sub-sector; the Fabric dye-dyeing/manufacturing ("*Teinture*") sub-sector; and the Carpentry sub-sector. In addition, the "*Karité*" and Forgery sub-sectors were considered good candidates, but due to lack of, and/or conflicting information it was decided that they be put "on the back burner" pending further information gathering.

5. The CDEs participated in the International Trade Fair organized in Conakry.

From February 1-11, 2001, the project financed the CDEs' participation in the Annual International Trade Fair in Conakry. The Trade Fair provided 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 sections of this report.

6. Participation of the ENRMA Enterprise Development Services Coordinator and the two CDE Directors in "Coaching" training session.

From 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.

7. Assisting in the Further Development of Guinean Apiculture.

A key to successful Enterprise Development Sub-sector Support Programs is to start out small and gradually build over time. In this sense Mr. Canedo recommended that the IR-3 Team initiate its Enterprise Development Sub-sector Support Program activities with the Apiculture sub-sector. Since

the ENRMA is not, understandably, in a position to undertake all proposed interventions unilaterally, Mr. Canedo recommended that the IR-3 Team 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 bee-keepers 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 sub-sector. 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 sub-sector 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. Although it isn't clear, it appears that this may have been another story of technology being provided, on a massive scale, without regard for other aspects of the operating environment (especially markets and producers).

Like many of Guinea's other economic sectors and sub-sectors, 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 project's enterprise development efforts in assisting this sub-sector.

The methodology and analysis used by the IR-3 Team during Mr. Canedo's field visit helped to determine the constraints and opportunities of the Apiculture sub-sector in Guinea and to identify possible interventions through the analysis of seven categories as they related to this sub-sector (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 bee-keeping 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); and
- ❖ Lack of appropriate containers for transporting raw honey, and finished products.

The analysis also identified some opportunities in the apiculture sub-sector such as: The existence of a market demand; the numerous beekeepers operating at various levels; the existence of a well-equipped CNA; the existence of tool and equipment manufacturers in Labé and Conakry; and, the existence of financial institutions.

These findings suggested that appropriate interventions for the IR-3 team could include collaboration with appropriate partners such as the CNA, GTZ, *Rouches Pilots* (a buyer of honey in Conakry) and others. It was decided that in order to be effective, all IR-3 interventions should be designed as 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 sub-sector in Guinea:

1. Promote market coordination between beekeepers' associations, collectors, the CNA 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 been identified and others will be secured as the program progresses. The array of intervention activities for the apiculture sub-sector is detailed in the Concept Paper.

Currently the main player in apiculture in Guinea is the *Centre National d'Apiculture* (CNA). Another major player, the *Association pour le Développement de l'Apiculture Moderne en Guinée* (ADAM-Gui), a non profit association, was recently created by four Ministry of Agriculture civil servants as a means of institutionalizing the activities of the CNA. As such, ADAM-Gui has the potential to assume a major role in the sub-sector by developing beekeepers, organizing collection and processing of raw honey, and developing markets (local, regional and export) through the use of private sector intermediaries.



A local beekeeper supported by the D-2 Team displays his stocks of raw, unprocessed products of the apiculture production process.

As one of the first activities under the auspices of its Enterprise Development Sub-sector Support Program, the CDEs have:

- ❖ Financed ADAM-Gui'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.
- ❖ Developed brochures and business cards that ADAM-Gui could use to promote their newly created institution.
- ❖ Designed and produced customized labels for the honey jars to be sold during the Fair, and provided ADAM-Gui with space in the CDE stand from which it could market and sell its products.
- ❖ Helped ADAM-Gui develop market linkages for its products. In this context, during the Fair, the CDE staff helped facilitate visits to the different Super Markets 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 GNF⁴ worth of honey and made a number of potential contacts for future bulk honey sales.
- ❖ Through a series of internet searches, helped ADAM-Gui establish market linkages for its products in the potentially lucrative regional markets and access publications on the latest technological developments in apiculture, international experiences and improvements in bee-keeping production techniques in other developing countries, and the norms and standards demanded by regional and international honey markets. These documents will be used by the technicians of ADAM-Gui to improve its operations as well as to provide improve the quality of training provided to the local bee-keepers supported by the Association.
- ❖ Introduced the members of ADAM-Gui's Board of Directors and management staff to fundamental accounting, financial management and business plan development concepts. As

⁴ This is equivalent to \$293 – not an insignificant amount in a country where per capita GDP is currently \$532.

a first step towards identifying additional working capital needed to revamp its operations, the CDE Coordinator worked with ADAM-Gui's management staff develop a loan application which was eventually approved by the ENRMA Pilot Credit Program.

In order to help strengthen supplier linkages for the apiculture sub-sector the CDEs also assisted in the organization of a workshop which took place from May 21-26, 2001 and focused on the constraints and opportunities which exist within the apiculture sub-sector in Guinea (including the lack of organized honey collectors/distributors). The workshop also helped to explore potential mechanisms to encourage collaboration between ADAM-Gui and honey collectors/distributors. Despite some hesitation and mistrust expressed by several participants who had encountered difficulties in the apiculture sub-sector in the past, eighteen honey collectors/distributors expressed some initial interest in collaborating with ADAM-Gui to collect honey in the *Préfectures* of Labé, Lélouma and Tougué. The CDEs, in collaboration with the technicians from ADAM-Gui, also began working with the populations in the ENRMA target zones to study the feasibility of creating a small network of honey collection women's groups that could help improve the efficiency of the distribution of honey and other apiculture-related products from the bee-keepers to the market.



Local beekeepers attend an improved Kenyan bee-hive training session organized by the CDEs in Tougué (near the classified forest of Nialama).

Working closely with ADAM-Gui, CDE staff, in collaboration with Mr. Koué Bah, the local Representative of the National Directorate for Water and Forestry (DNEF) in Labé, also organized 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. Kona Baldé, the ENRMA Enterprise Development Services Coordinator, introduced improved apiculture

production techniques (i.e., how to use improved Kenyan bee hives and their advantages, 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 705 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 larger ENRMA 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's.

During the third quarter of 2001, the CDEs, under the auspices of the sub-sector support program, organized a series of apiculture training sessions in Tougué and Kindia. The objectives of these training sessions were to: (1) Explain to the bee-keepers in the ENRMA target zones how the introduction of modern apiculture techniques can contribute to durable natural resource management (i.e., how the use of artisanal smokers can limit the risk of bush fires, etc.); (2) Train the bee-keepers in how to install and maintain the improved Kenyan bee-hives and to present the advantages of their use; and (3) Introduce modern apiculture techniques such as improved honey and



Local beekeepers learn to use an artisanal smoker during a technical training session organized by the CDEs in Kindia.

wax harvesting techniques, the use of artisanal smokers during harvesting, and the installation and use of improved Kenyan bee-hives. A total of 178 bee-keepers participated in these appropriate technology training sessions, including:

In the *Préfecture* of Tougué: 29 bee-keepers in Kouratongo (Ley-Kourantongo and Dow-Kouratongo); 25 bee-keepers in Gonkou; 45 bee-keepers in Laafa-boube and Bakoum; and 16 bee-keepers in Missira and Guemma in the District of Pandié-Fello).

In the *Préfecture* of Kindia: 41 bee-keepers in the District of Yalaya; 12 bee-keepers in the District of Kolenté; and 10 bee-keepers in the District of Sougueta-Centre.

8. Facilitating Improved Wood Stove Production

As with ADAM-Gui, CDE staff also worked closely with Mr. Harry Moluba BEAVOGUI, the owner of *Céramiques d'Afrique*, a small-scale producer of wood stoves to help him re-establish his ceramic wood stove production operations in Labé and establish market linkages for his products in the potentially lucrative Conakry market. The CDEs:



Mr. Harry Moluba BEAVOGUI, the owner of *Céramiques d'Afrique*, a small-scale producer of wood stoves, displays some of his production operations.

- ❖ Sponsored the participation of *Céramiques d'Afrique* in the International Trade Fair; and
- ❖ Helped Mr. Beavogui develop brochures and business cards to promote *Céramiques d'Afrique* and provided them 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 (a little over \$219 dollars).

Given the potential demand in Conakry for his improved wood stoves, Mr. Beavogui decided to set up a sales outlet in the capital. The outlet will provide a base from which his agents can market company products. The CDEs plan to collaborate with him, helping Mr. Beavogui promote his improved wood stove production techniques to several women's associations in Tougué and Lélouma.

9. Promoting other appropriate technologies such as artisanal dye-dyeing and soap-making.



Participation of the appropriate technology workshops in the implementation of a second series of workshops (tye-dyeing and soap making) in the Communauté Rurale de Développement (CRD) of Linsan in the Préfecture of Kindia.

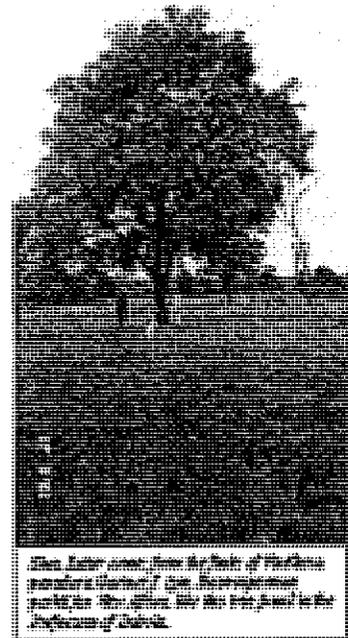
In April 2001, the CDEs, in collaboration with CLUSA, participated in the implementation of a second series of appropriate technology workshops (tye-dyeing and soap making) which took place in the *Communauté Rurale de Développement* (CRD) of Linsan in the *Préfecture* of Kindia. These two workshops targeted men and women who had expressed interest in creating individual enterprises or associations to promote tye-dyeing and/or soap-making skills. The tye-dyeing and soap-

making workshops registered 37 participants, including 36 women, and 31 participants, including 26 women, respectively. In addition to the training fees collected, the soap and tie-dyed materials produced by the participants were sold to recover some of the costs associated with the organization of the two workshops.

Shortly after the workshops, participants decided to create two cooperatives to promote the production of indigo tie-dyeing and artisanal soap-making. In an effort to obtain the initial working capital to start-up their activities, the two cooperatives prepared and submitted a credit dossier to the IR-3 Team in June under the auspices of the ENRMA's Pilot Credit Program. The dossiers are currently being analyzed by the IR-3 Team.

10. Initiation of activities to support the shea butter sub-sector in Guinea.

Shea Butter comes from the fruits of *Vitellaria paradoxa* Gaetner f. (syn. *Butyrospermum parkii*) in West Africa, and is indigenous to the region where it is known as "beurre de karité". This product is mainly used externally to protect the skin from sunburn, as a skin rejuvenator, and for scalp and hair care. Shea butter is also used in the manufacture of chocolate, as a base for cosmetics and in aromatherapy. Local people also use shea butter internally as a source of the antioxidant, vitamin E. The butter is not known to have any adverse (toxicity or reaction to humans or animals) effects.



Shea Butter comes from the fruits of *Vitellaria paradoxa* Gaetner f. (syn. *Butyrospermum parkii*) in West Africa, and is indigenous to the region where it is known as "beurre de karité".



The butter is usually collected from wild trees and processed by women and children using traditional methods. There is significant genetic and ecological variation between and within populations, and this variation appears to be reflected in the quality of the raw material. Due to a lack of standardization and appropriate quality control, the quality of the product that reaches the regional and international market is not always acceptable.

The butter is usually collected from wild trees and processed by women and children using traditional methods. There is significant genetic and ecological variation between and within populations, and this variation appears to be reflected in the quality of the raw material. Due to a lack of standardization and appropriate quality

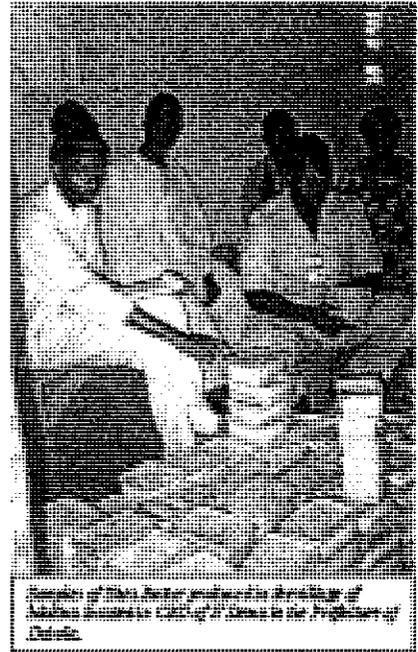
control, the quality of the product that reaches the regional and international market is not always acceptable. For example, the method used for processing the raw material and the types of chemicals used to purify and eliminate the odor of the raw material to a large degree determine the quality of the different types of shea butter available on the marketplace. Other factors which can significantly impact butter quality include the genetic variation of the raw botanical from both within and between populations, the tapping frequency and seasonality aspects (or time of year), and environmental conditions.⁵

Shea butter prices vary with quality and changes in the availability of supply. As a result, the price of shea butter varies from source to source. Normally, 1 oz of processed shea butter retails in the US from \$25 to \$30, yet that is no indication of the wholesale price received at the grower/collector level. Producer prices have been reported to range from about \$2 -4/oz to \$5/oz, though these figures are only estimates and would need local validation. Prices increase through the market channel, and increase with each level of handler/trader or middle women or men, reaching up to a \$6-8 range

⁵ (Product Development Research Grant Proposal for Shea Butter, Agribusiness in Sustainable African Plant Products, USAID, Washington, DC, Dr. Wudelch Letchamo and Professor Jim Simon, July 18, 2001)

depending on the supply, quality and demand. As Shea butter supply and prices vary seasonally and annually, a well-designed marketing strategy is needed for the supply of a consistent and high quality product. An examination of the market and pricing structure is also needed to better understand the potential profitability of shea butter to small farmers and the rural community. From a marketing perspective, there appears to be a strong and growing interest in shea butter for cosmetic and personal care products, soap making and the American SPA industry.⁶

During a recent field visit to Guinea, Mr. Jerry Brown from USAID/Washington, contacted the ENRMA about the possibilities of collaborating with the USAID-funded Agribusiness in Sustainable Natural Plant Products (A-SNAPP) project in a joint effort with Rutgers University to support the shea butter sub-sector in Guinea. A-SNAPP was created by USAID to help develop the natural products sector in Africa by promoting income-generating activities for rural entrepreneurs in such a way that improves the livelihoods of rural communities. The overall aim is to build capacity for the development of sustainable natural plant product businesses in a socially and environmentally sensitive manner. A-SNAPP takes a market-driven, commodity-systems approach with an emphasis on crop clusters such as teas, dyes, spices and aromatic plants, so as to minimize risk to growers. A sub-focus of the project is the commercialization of plants that are also used in traditional medicine and so can assist in primary health care. A-SNAPP also promotes organic production methods, business development skills and education through a series of ongoing training programs.



Examples of Shea Butter produced in marketing of natural products to foreign markets in the Production of Products.

The main services that A-SNAPP provides are:

- Local capacity building for farmers' and producer associations;
- Technology transfer and technical assistance;
- Quality control & germplasm improvement; and
- Market development.⁷

To successfully commercialize shea butter in Guinea, it will be important to balance demand, resource supply and quality. In this context, the A-SNAPP Team has proposed to conduct a survey to assess the availability and quality of shea butter resources in Guinea, pending approval from USAID/Washington. To facilitate preparations for this survey, the IR-3 Team collected shea butter samples and shea nuts from various sites in Guinea (Tougué, Dabola, Dinguiraye and Kouroussa) and sent them to Rutgers University for analysis. Based on the results of the survey, the A-SNAPP Team, in collaboration with the IR-3 Team, will then develop standard operating protocols for growers, processors and manufacturers, as well as quality control



Having the necessary training in Marketing Plan for African Health, the Director of the UNFPA in field, currently implemented by a network of associations to produce Shea butter.

guidelines for shea butter and each product so as to ensure WTO compliance and access to the international markets. A-SNAPP's technical expertise will be used to support the entry of poor rural entrepreneurs to the marketplace and build capacity at all levels in the market chain by providing the necessary documentation for product tracking, and

⁶ Ibid.

⁷ Ibid.

improving the processing, proper packaging, and forwarding procedures. In the assessment of shea butter, consideration will be given to the identification of possible other natural product clusters that could complement shea butter production.⁸

In order to get a better grasp of the different constraints and opportunities in the shea butter sub-sector, Mr. Alimou Diallo, the Director of the Enterprise Development Center (CDE) in Labé, took part in a shea butter study tour to Burkina Faso from July 23-27, 2001. The objectives of the shea butter study tour were to:

- ❖ Visit and exchange experiences with institutions directly involved in the promotion of the shea butter sector in Burkina Faso;
- ❖ Visit several shea butter production zones to identify the types of production techniques and appropriate technologies being used in Burkina Faso, and to evaluate their adaptability to the Guinean setting;
- ❖ Prepare a list of the different types of appropriate technologies being used in Burkina Faso, their functions, capacities and costs and the names of potential suppliers; and
- ❖ Examine the possibility of organizing future study tours and/or exchange visits to Burkina Faso for Guineans operating in the shea butter sub-sector.

Overall, Mr. Diallo's study tour proved quite successful, and the IR-3 Team can profit quite a bit from the Burkina Faso shea butter experience as it starts to develop its shea butter support program (See Annex 2 for Mr. Alimou Diallo's Study Tour Report).

During the third quarter of 2001, the CDEs initiated a participative sub-sector analysis (SSA) study for shea butter in Guinea. The study was focused on identifying the constraints and opportunities facing the different operators in this sub-sector and helping the IR-3 Team develop a series of interventions aimed at removing the constraints and enhancing opportunities. The IR-3 Team plans to complete the fieldwork portion of the SSA and publish the shea Butter SSA report during the fourth quarter of 2001. The findings of the SSA and the results of research proposed by the A-SNAPP project will serve as the basis for the development of a concept paper for the shea butter sub-sector in Guinea which will spell out a series of interventions the IR-3 Team can help coordinate to improve the efficiency of this sub-sector. Nonetheless, it should be noted that the shea butter sub-sector is still at a very nascent phase and current production techniques used in Guinea are quite artisanal. Any future activities will need to target not only improvements at the production level, but will also need to concentrate on improving the efficiency of the distribution systems necessary to get the shea butter from the production zones (which are often in the heart of the country and not always easily accessible) to the market, and should also help in identifying potential markets for Guinea shea butter (locally, regionally as well as in international markets).

11. The CDE staff helped identify suppliers of small-scale agriculture tools under the auspices of the ENRMA's Agriculture Support.

During the third quarter of 2001, the IR-3 Team took the lead in developing a document defining the roles and responsibilities of the different project partners under the auspices of the ENRMA's Agriculture Support Program (*Le Programme d'Appui aux Groupements et Entreprises Agricoles du PEGRN*). In this context, the CDEs initiated a pilot program to facilitate access to basic agricultural tools manufactured locally by the artisans supported by the German Development Agency's (GTZ) A4 project. The pilot program was initiated in response to numerous requests from the different agriculture associations supported by the agriculture component (IR-2) of the ENRMA. The CDE staff, with guidance from ENRMA's Agriculture Production Component, developed a list of agricultural tools requested by the associations supported by the project, and contacted Galama and several other local manufacturers to establish their capacity to produce these tools locally. Based on these contacts, the CDEs provided a price list of locally manufactured agricultural tools to the

⁸ Ibid.

agriculture associations supported by the project. In order to improve the efficiency of their production techniques, interested agriculture associations can eventually apply to ENRMA's pilot credit program for funding to purchase these tools as well as other inputs.

12. Development of a strategy to reorient the activities of the Enterprise Development Centers (CDEs) to increase their contribution to the achievement of the project's overall objectives and indicators.

In response to USAID's concerns about the contribution being made by the CDEs to the achievement of the project's overall objectives and indicators, the IR-3 Team organized a three-day workshop from May 16-19, 2001, to develop a strategy to reorient the Centers' activities. Since the recently initiated ENRMA Enterprise Development Sub-sector Support Program will be one of the principal activities to be implemented by the CDEs, the IR-3 Team felt it was important to present the Program and its potential benefits to the different ENRMA partners during the first day of the workshop. The last two days of the workshop were devoted to the development of a draft version of a reorientation strategy for the CDEs. The draft CDE reorientation strategy was developed to achieve the following objectives:

- ❖ To strengthen the institutional capacities of the different ENRMA partner NGOs and better prepare them to institutionalize the activities implemented as part of the project.
- ❖ To develop and coordinate the various IR-3 interventions under the auspices of the ENRMA Enterprise Development Sub-sector Support Program so as to better contribute to the creation and extension of rural enterprises in the project's target zones.
- ❖ To develop and execute an external communication strategy to promote the activities implemented under the auspices of IR-3 and to inform and educate rural entrepreneurs in ENRMA's target zones about new ideas, new green technologies and new market opportunities.

The IR-3 Team welcomed a short-term technical assistance visit by Mr. Richard Slacum, a VITA Business Development Specialist, from June 27th to July 11, 2001. During the field visit, Mr. Slacum:

1. Reviewed the proposed re-orientation strategy for the project's Enterprise Development Centers (CDEs) and provided suggestions for further improvement.
2. Assisted the VITA field staff in developing additional activities to be implemented by the CDE personnel in Conakry and Labé. These activities focus on providing better support to rural enterprises operating within the ENRMA priority non-agricultural sub-sectors (e.g. honey production, shea butter, etc.).
3. Worked with the VITA field staff to develop an external communications strategy that would (1) Provide rural enterprises operating in the ENRMA target zones with relevant information that would help them make better decisions about business and business expansion; and (2) help to better promote VITA's rural enterprise development activities within the ENRMA target zones.

A detailed report on Mr. Slacum's findings and the CDE Reorientation Action Plan was submitted to ENRMA in September 2001. Following is a brief summary of his recommendations:

REINVENTING THE CDE CONCEPT. Mr. Slacum has recommended that the IR-3 Team go back to thinking about the CDEs not as brick-and-mortar structures limited by their physical location in Conakry and Labé, but as nodes where information can be found, be it training, where & how to access credit, or the setting up of commercial networks to develop and market local production. Slacum found that while the CDEs have already demonstrated a demand for their services, they need to expand their outreach and key to this will be their ability to increase their mobility and

accessibility. This is feasible but will require high levels of initiative, creativity and reflection, and calls for an aggressively opportunistic approach to planning.

ADOPTING A "THINK TANK" APPROACH. Slacum recommended that the management of the CDEs adopt a "think-tank" ('cellule de reflection') approach. CDE staff should initiate short, focused meetings with other ENRMA components to gather data on potentially profitable and environment-friendly revenue generating activities (for example, the establishment of a women's shea butter or bamboo production units in the classified forests under co-management). These will result in lists of potential areas for further development, the result of observation and on the ground contact highlighting a product, a skill, or a market(s). CDE staff will then have to compile and follow up on the ideas that meet feasibility and profitability criteria. Follow-up will have to be through ground truthing when necessary, targeted Internet searches and direct communications with knowledgeable agencies and businesses in Guinea, in the Region and world-wide. Ideas that stand up to review will be assigned to specific staff members as task managers for further investigation within a fixed time frame. Slacum recommended that this process be at the heart of the CDE's new agenda.

OPTIMIZING THE USE OF PARTNERSHIPS. The first objective of the CDEs will be to further the objectives of ENRMA. Therefore, the CDE staff will be contributing to each of the project components through the exercise of its particular expertise. Professional skills and specialties not found within the ENRMA team will be outsourced to appropriate organizations and/or individuals. The CDEs will optimize the use of its existing partnerships to meet objectives. A particularly good example is collaboration with VITA's partner PRIDE/Formation as it provides guidance for focused and targeting training programs. The CDEs will competitively outsource tasks as appropriate to service providers with proven skills. An example would be collaborating with VITA's local partner PRIDE/Finance to extend additional credit facilities to qualified clients. The CDEs will be prepared to participate on a for-fee basis in non-ENRMA activities to the extent that service capacity is available and the objectives are supportive of ENRMA's. This will enhance the capacity to generate revenue and the profitability of the various services offered by the Rural Enterprise Development Component after ENRMA's scheduled completion date.

BECOMING INCREASINGLY PROACTIVE - THE "DEAL MOBILE". The CDEs will need to implement their rural enterprise development program by taking the solutions to the clients. While CDE facilities should continue to provide services that require fixed infrastructure (training rooms, language laboratories, information libraries, Internet connections, etc.) the CDEs will be more proactive in approaching the other ENRMA partners to identify environmentally friendly business opportunities. CDE staff will travel to ENRMA target sites and meet with potential clients, and will profit as much as possible from the existing IR-3 resources (material & human) and infrastructure in the field. The CDE "mobile unit" will bring a pre-selected (based on initial investigations) team of staff and/or consultants to the potential or operating enterprise site. Although an obvious intervention site might be in isolated co-managed classified forests, this kind of proactive mobile approach can extend coverage across Guinea with only a limited number of fixed sites.

THE CONAKRY CENTER. There has been some confusion concerning the form and function of the Conakry Center. Since it does not train rural entrepreneurs in the countryside, how can it be part of the Development of a Rural Enterprises system? In analyzing this issue, the project should consider the short and long-term role the Conakry Center plays. First, it plays a representational role in the capital, gateway city. It is a Guinean facility, and has credibility when introducing the overall project purpose. Unlike many similar offices, the Conakry Center is not simply viewed as the "Winrock project" or the "VITA Project", but a functioning unit that provides information concerning ENRMA along with basic services. As part of the reorientation/reengineering strategy, the current Enterprise Development Centers should be restructured and managed as one "entity", with its main office based in Labé and the Conakry CDE serving as an intermediary and representative of the Labé Center. This should help the IR-3 Team project a more uniform vision for the Enterprise Development Center and facilitate the coordination of the various business development services to be managed under the CDE umbrella. In the longer term, the Conakry office will serve as an intermediary among rural

producers/suppliers, financing institutions, associated service providers (packaging, storage, shipping, etc.). This is a critical brokerage function that can create linkages from rural producer to national and regional markets. Properly used, Internet studies can lead to even broader opportunities of association, appropriate technology advances, and additional sales. At present, the cost of the Conakry Center is a part of the larger project facility, staff is being trained in a business approach to providing services, and the sustainability of such an information and coordinating service can be tested while already providing useful support to the project's clients.

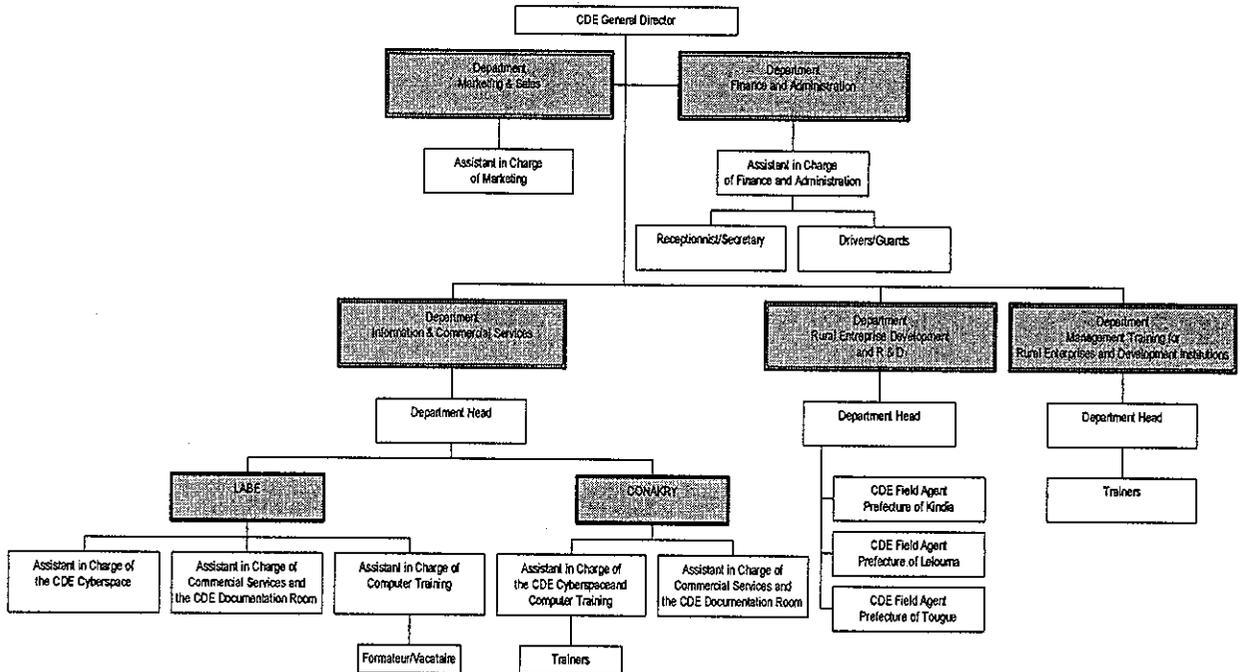
CDE ORGANIZATION & STAFFING. Presently, the CDEs have varying levels of responsibility for: Financial & Business Training, Marketing & Sales, Information Dissemination & Commercial services (telex, Internet, photocopies, faxes, etc.). With the exception of pure financial services, organizationally these should be designated part of the CDE departmental structure. More specifically we propose the creation of separate Financial & Business Training Department, Marketing & Sales Department, Information Dissemination & Commercial Services Department, Business Development Department, and Finance & Administration departments.

The CDEs will require an individual to function as a Business Manager to operate the various components on a for-profit basis. For the purposes of this report, the individual will be designated General Director [the formal title to be determined on-site in light of standard professional designations]. Responsibilities for the CDE General Director would include managing (in cooperation with IR-3 Management) the PRIDE/Formation training subcontract for achieving greatest impact. Sub-contractors such as PRIDE/Formation would serve as *ad hoc* Team members to determine the most effective method(s) of combining the overall Training resources for maximum synergy. In the long-run (post-Project) this General Director could usefully serve as an agent for soliciting further training from a variety of training providers, including PRIDE/Formation. This should be handled such that all existing agreements and contracts are honored without prejudice. The impact of creating a General Director would affect the existing administrative Center Directors now, and perhaps Mr. Baldé later. Through the design of a General Director Scope of Work, IR-3 Management can determine whether one of the current CDE staffers can be up-graded to fill the position (perhaps with training from Mr. Baldé), whether it would be feasible that Mr. Baldé himself apply for the job, or whether it will be necessary to fill the job from outside project staff.

As mentioned above, these changes assume a structure incorporating both the Conakry & Labé CDE's as one Center under the direction of one Manager/General Director. It is further recommended that the Labé Center be considered the primary office, at least for a pilot testing period. If the CDE niche is rural Guinea (differentiated from the many 'consulting' groups in Conakry focusing on activities in the capital), the Conakry office will serve as liaison and intermediary with clientele primarily from outside of Conakry and served in Labé.

In summary, this new approach would provide a coordinated action of all the CDE services (based on overall profitability & complementarity), and require a review & perhaps revision of the positions of Center Director & Coordinator. The following is the proposed organization chart draft for the Enterprise Development Center (CDE):

Organigramme du Centre de Developpement des Entreprises (CDE)



13. CDE Performance.

In order to track the performance of the CDEs, VITA had established and has been tracking the following indicators:

- ❖ The number of CDE visitors;
- ❖ The number of entrepreneurs provided with training on new technologies; and
- ❖ Cost recovery.

By the end of the second year of the project (September 30, 2001), the two operational CDEs were receiving an average of 160 visitors per month.

The following three tables provide detailed information on the other two of these indicators as of September 30, 2001.

Summary of the Technology Training Sessions Organized by the CDEs as of September 30, 2001						
NO.	TRAINING MODULES	ACTIVITY ZONES	DATES	NUMBER OF PARTICIPANTS		
				M	F	Total
1	Introduction to tye-dying	Tougué	Sept. 19-28, 2000	1	58	59
2	Introduction to soap-making	Tougué	Sept. 19-28, 2000	2	12	14
3	Introduction to tye-dying	Kindia (Linsan)	April 9-14, 2001	1	36	37
4	Introduction to soap-making	Kindia (Linsan)	April 9-14, 2001	5	26	31
5	Improved apiculture production techniques	Lélouma and Labé	Ongoing	683	22	705
6	Improved wood stoves	Labé	Ongoing	1	0	1
7	Computer Literacy and Internet Training	Conakry and Labé	Ongoing	128	132	260
8	Job search techniques	Conakry	Sept. 24-29, 2001	4	8	12
TOTALS (as of September 30, 2001)				825	294	1 119
Comparison of the first two years of the project (October 1, 1999 to September 30, 2001):						
Total Number of participants in Year 1				11	84	95
Total Number of participants in Year 2				814	210	1 024
TOTAL NUMBER OF PARTICIPANTS				825	294	1 119
PERCENTAGE (%)				74%	26%	100%

A Breakdown of the Enterprises which have adopted new technologies by Activity Sector as of September 30, 2001				
SECTOR	ACTIVITY ZONE	NUMBER OF ENTERPRISES WHICH HAVE ADOPTED NEW TECHNOLOGIES		
		Men	Women	Total
Tye-dying	Tougué	1	58	59
Soap-making	Tougué	2	12	14
Tye-dying	Kindia (Linsan)	1	36	37
Soap-making	Kindia (Linsan)	5	26	31
Apiculture	Lélouma, Tougué, Kindia	132	0	132
Improved wood stoves	Labé	1	0	1
TOTALS		142	132	274
Comparison of the first two years of the project (October 1, 1999 to September 30, 2001):				
Total Number of participants in Year 1		5	25	30
Total Number of participants in Year 2		137	107	244
TOTAL NUMBER OF PARTICIPANTS		142	132	274
PERCENTAGE (%)		51.8%	48.2%	100%

As suggested by the tables above, 1,119 people have participated in the technology training sessions offered by the CDE staff, 274 of which have indicated that they have adopted the new technologies to improve their enterprises. It should also be noted that the number of persons trained by the CDEs in appropriate technologies in year 2 of the project increased by almost ten-fold - from 95 in year 1 to 1,024 participants in year 2.

While both of the project's functional Enterprise Development Centers (CDEs) have only been in operation for less than a year, 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 revenues. VITA 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 project's two Enterprise Development Centers (CDEs) as of September 30, 2001:

Cost-recovery performance of the Enterprise Development Centers (CDEs) as of September 30, 2001 (in GNF)						
Revenues & Costs	3 rd Quarter 2001			December 1999 to September 30, 2001		
	Conakry CDE	Labé CDE	TOTAL	Conakry CDE	Labé CDE	TOTAL
Revenues:						
Training Revenues	685 250	2 626 775	3 312 025	4 661 880	7 462 175	12 124 055
Cyberspace Revenues	0	0	0	988 700	320 800	1 309 500
Revenues from admin. services (Photocopies, etc.)	0	70 700	70 700	0	1 884 600	1 884 600
Other revenues	0	6 500	6 500	200 000	1 318 950	1 518 950
Total Revenues	685 250	2 703 975	2 703 975	5 850 580	10 986 525	16 837 105
Operational Costs:						
Personnel medical Expenses	442 058	412 150	854 208	1 440 989	1 627 335	3 068 324
Salaries & benefits	5 529 623	4 670 274	10 199 897	26 860 340	26 484 076	53 344 416
Staff training & local consultant fees	887 500	2 277 500	3 165 000	2 180 834	4 317 833	6 498 667
Lodging & per diems	360 000	1 191 000	1 551 000	1 880 834	2 727 000	4 607 000
Office rent	0	0	0	3 196 800	83 300	3 280 100
Water & electricity	685 616	148 366	833 982	685 616	454 773	1 140 389
Moving expenses	0	0	0	0	0	0
Office maintenance & repairs	0	0	0	64 500	544 280	608 780
Equipment maintenance & repairs	0	90 000	90 000	123 000	170 000	293 000
Vehicle maintenance & repairs	0	0	0	0	0	0
Motorcycle maintenance & repairs	60 000	0	60 000	145 000	374 650	519 650
Telephone, fax & internet	0	0	0	634 579	751 869	1 386 448
Printing	0	22 500	22 500	0	22 500	22 500
Computer supplies	120 000	20 000	140 000	1 011 500	1 122 666	2 134 166
Office Supplies	0	10 000	10 000	1 060 078	434 750	1 494 828
Marketing & Publicity	0	131 000	131 000	2 495 000	4 529 200	7 024 200
Vehicle & motorcycle fuel	286 000	893 000	1 179 000	554 300	3 310 450	3 864 750
Insurance	0	0	0	0	0	0
Meetings & Conferences	0	64 000	64 000	0	111 900	111 900
Temporary services & translation	160 000	0	160 000	160 000	0	160 000
Total Operational Costs	8 530 797	9 929 790	18 460 587	42 492 536	47 066 582	89 559 118
Profit/Loss On Operations	(7 845 547)	(7 225 915)	(15 071 362)	(36 641 956)	(36 080 057)	(72 722 013)
Cost-Recovery Ratio (Revenues/Total Operational Costs)	8%	37%	23%	14%	23%	19%

As indicated, the Conakry and Labé Enterprise Development Centers (CDEs) covered 8% and 37% of their operational costs during the third quarter of 2001, and 14% and 23% since December 1999, respectively. At first glance, this seems counter intuitive given the size and potential for business development services of the Conakry market. One must not forget, however, that while the Conakry market is definitely larger than Labé in terms of potential clients, there are also more institutions in the capital providing similar types of business development services as the project's CDE. The project's CDE in Labé seems to have found a niche in this market by providing demand driven services that were not available before the Center's arrival on the scene.

c) Rural Financial Services (the Rural Network of *Caisses Communautaires de Croissance* – C³ and the ENRMA Pilot Credit Program):

During the second year of the project, the IR-3 team intensified its activities related to the creation of a network of Community Savings and Loans Associations (*Caisses Communautaires de Croissance* – C³) and continued to provide financing under the auspices of the project's Pilot Credit Program to the various associations and village-based organizations involved in the agricultural production, transformation and commercialization activities promoted and supported by ENRMA's other partners.

The Rural Network of Caisses Communautaires de Croissance – C³

14. Continued expansion of the project's Rural Network of *Caisses Communautaires de Croissance – C³*.

During the second year of the project, the IR-3 Team worked closely with the local communities in six new Districts to: identify members for the C³ Management Committees; develop draft *Règlements Intérieurs*; select two C³ cashier candidates; sign *Accords de Collaborations* between the project and the C³s; and organize initial training sessions for the members of the Management Committees and Cashiers for 24 new C³s. With the help of the Management Committees, the rural financial services agents worked with local communities to identify the buildings that would house each C³. Cost estimates were then prepared for the renovations that would ensure adequate security for each C³ and convey the proper image (painting the building with a standard color scheme, and the installation of metal doors and window grills), and all necessary renovations were initiated.

The identification of suitable buildings to house the C³ 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. The project, on its part, was then supposed to provide the C³ 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 continues to underwrite 25 to 45% of the costs associated with renovations of the buildings provided by the local Districts to increase the physical security of the C³ offices and thus the level of confidence of the local population.

15. The latest statistics of the project's Rural C³ Network.

As indicated by the table below, 28 C³s were operational as of September 30, 2001, and the Rural C³ Network had **2,656** members who had mobilized a total of **218,305,750** GNF.

A Success Story for the C³ in Kolenté

Name: Mrs. Damayé CAMARA

Client Number: 1010100

Address: Préfecture of Kindia, CU of Kolenté, District Kolenté-Centre, Sector of Manikaya

Type of enterprise activity: Agriculture production and marketing



Through her membership with the *Caisse Communautaire de Croissance - C³* in the District of Kolenté-Centre in the Préfecture of Kindia, Mrs. Camara received a loan of 140,000 GNF (approximately \$70) in the spring of 2001. The loan allowed Mrs. Camara to purchase inputs necessary to produce peanuts on a small piece of land (approximately ½ hectare) near her home. Sales from her peanut harvest generated over 1,000,000 GNF in profits, permitting Mrs. Camara to repay her loan to the C³ and providing her with the additional working capital (200,000 GNF) she needed to initiate a new off-farm business activity -- selling metal kitchen utensils to other women in her District on weekly market days.

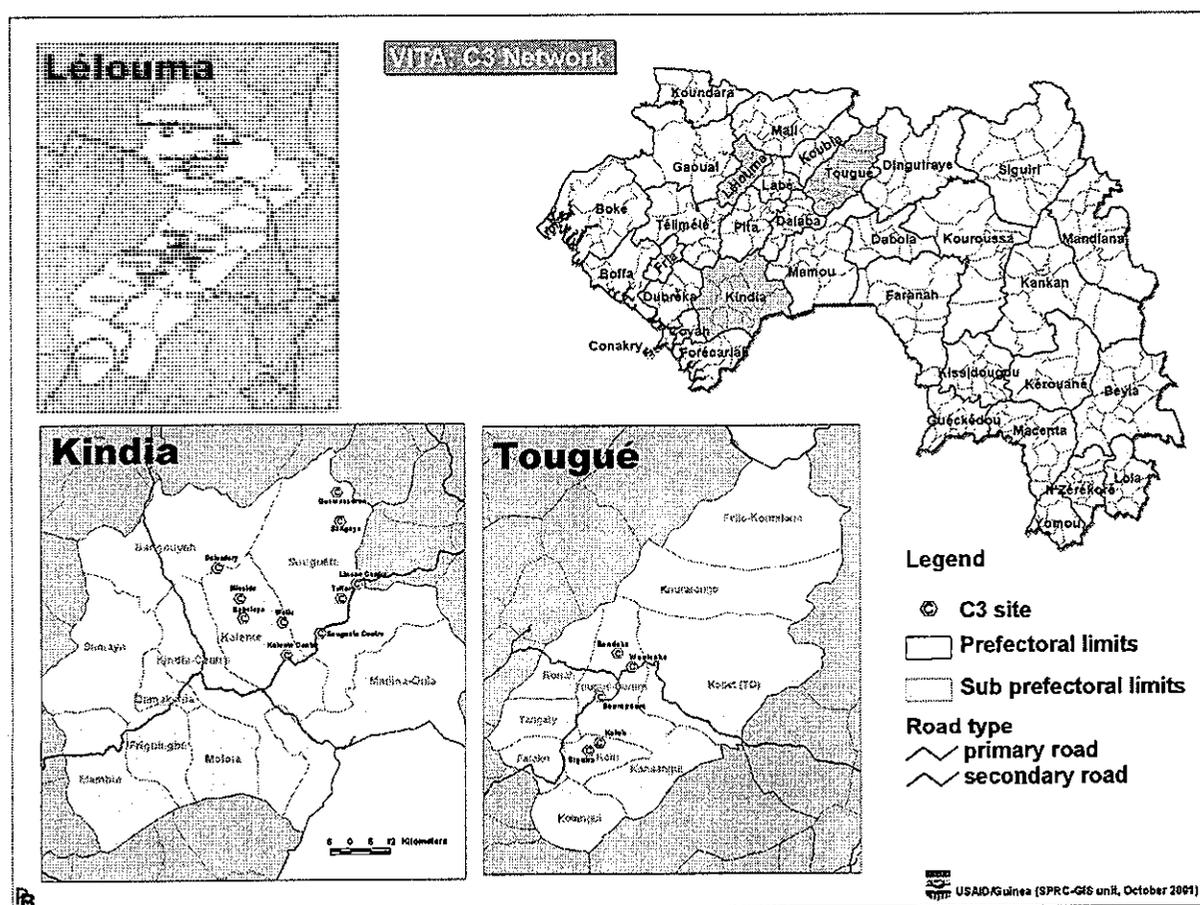
Through the success of the on-farm and off-farm income-generating activities initiated as a result of her membership with the C³ in Kolenté, Mrs. Camara, like many other C³ members, has been able to increase her working capital to 600,000 GNF, has been able to save more than 350,000 in less than six months and has been able to make a larger contribution to family income.

Statistics of the Rural Network of <i>Caisse Communautaires de Croissance</i> - C's as of September 30, 2001							
C ³	Number of Members				Amount of Financial Resources Mobilized (GNF)	Number of Loans Disbursed	Amount of Loans Disbursed (GNF)
	M	W	GIE or Inst.	Total			
PREFECTURE OF KINDIA:							
<i>CRD of Kolenté:</i>							
1. Kolenté-Centre	99	65	14	178	22 442 200	82	8 823 000
2. Wolia	89	69	0	158	2 606 700	85	3 675 000
3. Misside	76	28	0	104	1 261 200	20	1 400 000
4. Kabèlèya	75	37	1	113	3 734 250	98	3 050 000
5. Dalonfary	48	28	0	76	1 649 500	1	100 000
<i>CRD of Sougueta:</i>							
6. Linsan-Centre	104	49	8	161	96 635 000	104	17 950 000
7. Sougueta-Centre	46	46	5	97	8 527 000	54	4 105 000
8. Tafory	58	39	13	110	3 295 000	36	1 371 000
9. Guemessoron	33	11	0	44	264 000	0	0
10. Sangoya	12	10	0	22	110 000	0	0
<i>Subtotal Kindia</i>	<i>640</i>	<i>382</i>	<i>41</i>	<i>1 063</i>	<i>140 524 850</i>	<i>480</i>	<i>40 474 000</i>
PREFECTURE OF LELOUMA:							
<i>CRD of Lélouma-Centre:</i>							
11. Djinkan	51	37	2	90	1 618 000	9	2 416 000
12. Djala	45	37	1	83	707 500	10	2 000 000
13. Kenery	30	36	1	67	11 359 500	0	0
14. Petel	76	26	0	102	3 201 100	18	3 550 000
<i>CRD of Balaya:</i>							
15. Balaya-Centre	25	18	9	52	17 115 600	10	1 860 000
16. Horé Djoli	33	36	0	69	843 500	10	2 200 000
<i>CRD of Linsan-Saran:</i>							
17. Linsan Saran Centre	55	47	1	103	1 997 150	25	2 155 000
18. Kagné Gandé	73	27	3	103	1 107 500	37	2 050 000
19. Kolia	71	33	2	106	693 000	8	1 020 000
20. Komba	32	19	2	53	1 595 000	26	1 500 000
<i>Subtotal Lélouma</i>	<i>491</i>	<i>316</i>	<i>21</i>	<i>828</i>	<i>40 237 850</i>	<i>153</i>	<i>18 751 000</i>
PREFECTURE OF TOUGUE:							
<i>CRD of Tougué-Centre:</i>							
21. Sandaké	67	48	14	130	8 842 000	155	10 085 000
22. Soumpoura	74	64	1	139	5 575 500	80	4 990 000
23. Woulenko	55	46	0	101	651 000	20	1 550 000
24. Pandjé Fello	34	28	0	62	888 000	22	1 150 000
<i>CRD of Koin:</i>							
25. Kafah	68	48	14	130	16 286 050	160	6 525 000
26. Siguira	62	39	5	106	4 137 100	48	2 696 500
27. Malipan	33	24	0	57	729 400	22	1 230 000
28. Solokouré	41	16	0	57	434 000	18	1 250 000
<i>Subtotal Tougué</i>	<i>434</i>	<i>309</i>	<i>22</i>	<i>765</i>	<i>37 543 050</i>	<i>525</i>	<i>29 476 500</i>
TOTALS	1 565	1 007	84	2 656	218 305 750	1 158	88 701 500
Comparison of the first two years of the project (October 1, 1999 to September 30, 2001):							
Total for Year 1	199	86	4	289	2 501 000	0	0
Total for Year 2	1 366	921	80	2 367	215 804 750	1 158	88 701 500
Total for Years 1 and 2	1 565	1 007	84	2 656	218 305 750	1 158	88 701 500
Percentage (%)	59%	38%	3%	100%			

The following table provides a breakdown by activity sector of the loans made by the Rural C³ Network as of September 30, 2001:

A Breakdown by Activity Sector of the loans made by the Rural C ³ Network as of September 30, 2001					
PREFECTURE/SECTOR	Agriculture Production & marketing	Commercial Trading	Artisanal	Service-Related Activities	TOTAL
Kindia	0	480	0	0	480
Lélouma	41	112	0	0	153
Tougué	8	517	0	0	525
TOTAL	45	1 109	0	0	1 158
(%)	3.9%	96.1%	0%	0%	100%

The following map indicates the location of the eighteen operational C³s in the three ENRMA intervention zones as of September 30, 2001:



16. The IR-3 Team completed the development of a set of model Bylaws for the C³s and initiated a series of meetings to present the model Bylaws to each C³.

During the second year of the project, the IR-3 Team furthered its analysis concerning the most appropriate legal form for the Cs³. 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 as a cooperative or an association. The

results of this analysis favored the choice of a savings and loans cooperative (*Coopératives d'Épargne et de Crédit*) for the legal form of the C³s. The IR-3 Team also studied examples of bylaws from Credit Rural, DID/CPEC and MC² which were used to develop a draft set of standard bylaws for C³ (*Projet des Statuts de la C³*) in collaboration with VITA's legal advisor, who verified their conformity with the legislation governing cooperatives in Guinea. The draft was distributed to the Rural Financial Services Agents for their comments and suggestions, and the IR-3 Team organized a workshop with the Rural Financial Services Agents during the third quarter to finalize the C³ Bylaws.

While each C³ will eventually be registered at the local level as a *Coopérative d'Épargne et de Crédit*, the IR-3 Team will need to examine and address the following issues:

- ❖ Which roles and responsibilities can be fully decentralized and properly managed by the local communities at the C³ level, and which types of activities (network representation and organization tasks, internal control, financial intermediation, training and other forms of technical assistance) will need to be offered by a centralized structure.
- ❖ What the most appropriate legal form is for such a centralized structure and how such a structure ensure its long-term financial viability.

The IR-3 Team has considered the notion of creating a local institution, be it an NGO or for-profit organization that could continue to provide these types of services to the different C³s after the end of the project. In this context, the project plans to send a small team to Mali to visit the *Caisses d'Épargne et Crédit Autogérées du Pays Dogon* and several other microfinance institutions and projects which have had to deal with institutional issues similar to those being confronted by the IR-3 Team.

17. The IR-3 Team organized a working session in Labé for the *Coordonnateurs Préfectoraux des Services Financiers Ruraux* to develop and plan additional institutional capacity strengthening activities for the C³s.

On September 28, 2001, Mr. Abdoul Karim Bangoura, the Director of ENRMA's Rural Financial Services, organized a working session in Labé for the project's *Coordonnateurs Préfectoraux des Services Financiers Ruraux* to develop and plan additional institutional capacity strengthening activities for the C³s. In particular, during the meeting the IR-3 Team addressed the following issues:

- ❖ The need for the project's rural financial services agents to intensify the training activities targeting the cashiers and the Board members of the various operational C³s;
- ❖ The need to analyze the cost per day of the technical assistance and internal control activities currently being provided by the project's financial services agents to the various operating C³s and to develop a system to incorporate these costs into the C³ financial reports so as to get a more accurate picture of their progress towards financial viability; and
- ❖ The need to implement additional measures to be taken in the field to facilitate the exercise of closing the accounting books for each C³ on a quarterly basis.

18. Additional loan fund injections made to the best-performing C³s.

In order to ensure the participation of women in C³ 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 C³s attract a larger female clientele. However, 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 C³s start to distribute loans to their members.

In this context, during the second year of the project, the IR-3 Team made loan fund injections into several new C³s to encourage the growth and expanded outreach to the rural populations targeted by the ENRMA and to supplement the local savings mobilized. During the second year of the project, the IR-3 Team provided a total loan fund injections worth 54,500,000 GNF to twenty-three operational C³s.

The ENRMA Pilot Credit Program

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

During the second year of the project, the IR-3 Team intensified its Pilot ENRMA Credit Program activities targeting the Agricultural Production and Marketing Groups/Associations supported by other ENRMA partners. To date, the IR-3 Team has financed 74 Agricultural Production and Commercialization Associations supported by the local NGO partners in the ENRMA target zones and 28 entrepreneurs that have participated in PRIDE/Formation's enterprise development workshops under the auspices of the project's Pilot Credit Program.

As part of this collaborative initiative, the IR-2 (Increased Agriculture Productivity) field agents from Ballah-Guinée, UGVD, ADEG and agriculture marketing agents (AVPs and AVGs) from ACA helped identify the Associations, provided them with access to affordable inputs (such as the high quality red onion seeds requested by the local populations), as well as the technical support they needed to improve their production techniques. The IR-3 Financial Services Agents helped the Associations prepare and process their credit dossiers, and PRIDE/Formation's agents provided some of their members with a series of enterprise development training modules.

The quality seeds provided to the Associations by ACA and the improved farming techniques introduced by the partner NGOs translated into the increased productivity anticipated by the project, ACA and Land O'Lakes had also promised to help the Associations find markets for their products. In this light, ACA had signed agriculture marketing contracts with over half of the Associations supported by the projects, and identified a group of entrepreneurs in Conakry interested in purchasing large quantities of onions. Unfortunately, these entrepreneurs lacked access to short-term working capital loans to facilitate the purchase and transportation of the onions from the ENRMA target zones to the markets in Labé and Conakry. To facilitate this process, the IR-3 Team provided ACA with a six-month line of credit to be used to provide the entrepreneurs with the financing they needed to purchase and market the Associations' onions.

Unfortunately, the agriculture marketing contracts signed between the ACA and the Associations did not make any reference to the amounts or the prices of the onions following the harvest. When it came time to purchase the onions, the two parties could not come to agreement on the sales price, and the Associations refused to sell their onions through ACA. Fortunately, the red onions produced from the seeds provided by ACA have a much longer shelf life than the normal white onions, and most of the Associations have been able to sell enough of their produce through local distributors to repay their loans. The Associations hope to sell the rest of their harvest at a later time at more attractive prices. While the bulk of the Associations managed to repay their loans on-time, during the second and third quarters of 2001, several of them have experienced repayment problems as a result of difficulties faced in marketing their goods. The IR-3 Team's rural financial services agents continue to work closely with these associations which have experienced difficulties to ensure the repayment of their late loans.

20. Latest statistics of the Pilot ENRMA Credit Program.

As indicated by the following table, as of September 30, 2001, the IR-3 Team has disbursed a total of **2,116 loans** valued at **89,961,500 GNF** to **28 entrepreneurs** and **2,088 members** of **74 Group-based**

Associations (*Groupements d'Intérêt Economique - GIE*) in the ENRMA target zones under the auspices of the Pilot ENRMA Credit Program⁹:

Statistics of the Pilot ENRMA Credit Program as of September 30, 2001							
PREFECTURE	TYPE OF CLIENT		NUMBER OF CLIENTS OR MEMBERS BENEFITTING FROM THE LOANS			AMOUNT OF LOANS DISPURSED (GNF)	AMOUNT OF LOANS OUTSTANDING (GNF)
	Number of Enterprises	Number of Associations (GIEs)	Men	Women	Total		
Lélouma	18	16	102	247	349	26 540 000	7 991 900
Tougué	4	35	375	794	1 169	34 753 500	4 262 850
Kindia	5	22	274	319	593	20 568 000	15 696 600
Labé	1	1	5	0	5	8 100 000	7 725 000
TOTALS	28	74	756	1 360	2 116	89 961 500	35 676 350
Comparison of the first two years of the project (October 1, 1999 to September 30, 2001):							
Total for Year 1	3	6	9	18	27	7 600 000	7 600 000
Total for Year 2	25	68	747	1 342	2 089	82 361 500	35 676 350
Total for Years 1 & 2	28	74	756	1 360	2 116	89 961 500	35 676 350
Percentage (%)	28%	72%	36%	64%	100%		

The following table provides a breakdown by activity sector of the loans made under the auspices of the ENRMA Pilot Credit Program as of September 30, 2001:

A Breakdown by Activity Sector of the loans made under the auspices of the ENRMA Pilot Credit Program as of September 30, 2001					
PREFECTURE/SECTOR	Agriculture Production & Marketing	Commercial Trade	Artisanal	Service-Related Activities	TOTAL
Kindia	500	93	0	0	593
Lélouma	297	52	0	0	349
Tougué	1 161	8	0	0	1 169
Labé	0	0	5	0	5
TOTAL	1 958	153	5	0	2 116
(%)	92.5%	7.2%	0.3%	0%	100%

21. Organization of a Microfinance Best Practices Workshop in Labé.

From May 29 to June 2, 2001, the ENRMA Director of Enterprise Development organized a Microfinance Best Practices Workshop in Labé. The objective of the Workshop was to strengthen the capacity of the project's three new female Financial Services Agents and other members of the IR-3 Team, as well as representatives from other institutions and projects offering financial services such as PRIDE/Finance and PRAADEL. The following concepts were presented during the Workshop:

- ❖ The historical development of the microfinance industry;
- ❖ The major challenges faced by microfinance institutions (MFIs);
- ❖ The basic concepts of microfinance;
- ❖ Interest rates and their importance to MFIs; and
- ❖ Performance indicators for MFIs.

The Microfinance Best Practices Workshop registered a total of 10 participants, including 4 women. During the end-of-the training evaluation, all the participants gave the Workshop and its supporting documents an overall rating of "Excellent" or "Very Good".

⁹ It should be noted that the number and amount of loans include those disbursed to both on-farm and off-farm related enterprises.

d) Project Administration & Logistics:

The IR-3 Team, working closely with Winrock International and the other ENRMA partners, concentrated its efforts on the following administrative and logistical activities needed to support the ENRMA enterprise development activities in each target zone:

II. Problems Encountered, Lessons Learned and Observations

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

Institutional issues related to the creation of the Rural C³ Network.

As mentioned earlier in the Rural Financial Services section of this report, the IR-3 Team plans to register each C³ at the local level as a *Coopérative d'Epargne et de Crédit*, and will need to examine and address the following issues:

- ❖ Which roles and responsibilities can be fully decentralized and properly managed by the local communities at the C³ level, and which types of activities (network representation and organization tasks, internal control, financial intermediation, training and other forms of technical assistance) will need to be offered by a centralized structure?
- ❖ What is the most appropriate legal form for such a centralized structure and how would such a structure ensure its long-term financial viability?

In this context, the IR-3 Team has considered the notion of creating a local institution, be it an NGO or for-profit organization that could continue to provide these types of services to the different C³s after the end of the project. During the fourth quarter of 2001, the project plans to send a small team to Mali to visit the *Caisses d'Epargne et Crédit Autogérées du Pays Dogon* and several other microfinance institutions and projects which have had to deal with institutional issues similar to those being confronted by the IR-3 Team.

Adapting PRIDE/Formation's enterprise development training activities to the realities of the rural setting in Guinea

In light of difficulties encountered in the field, PRIDE/Finance has been required to adapt the contents and the delivery mechanisms of its Enterprise Development Training Program to render them more accessible to the rural entrepreneurs in the ENRMA target zones. In particular, PRIDE/Formation made the following modifications to its rural enterprise development training modules:

Reduced the duration of its training modules to render them more accessible to women entrepreneurs and farmers who find it very difficult to abandon their agriculture-related activities for more than 4 days at a time.

Introduced additional visual training support documents in local languages to render the modules more accessible to the large number of illiterate rural entrepreneurs in Guinea.

Initiated a series of operational changes aimed at lowering the costs associated with the delivery mechanisms of its enterprise development training modules in an attempt to lower the per person training fees to be paid by the rural entrepreneurs in the ENRMA target zones, especially given their limited payment capacity.

These modifications have had a positive effect on women's participation rates in the various Rural Enterprise Development Training sessions organized by PRIDE/Formation during the second year of

the project. Unfortunately, the lower training fees paid by the entrepreneurs in the ENRMA target zones have made it much more difficult for the NGO's management staff to reconcile its goal of increasing the number of rural entrepreneurs having access to its business development services with the need to improve its cost-recovery performance. In this context, VITA plans to work closely with PRIDE/Formation during the fourth quarter of 2001 to develop a strategy aimed at improving the local institution's financial performance.

Intermediate Result 4: Favorable Policy Environment Established

A. Context of the IR-4 Team's Interventions

Achieving the first three intermediate results and sustaining program activities into the future requires a favorable and equitable policy environment that, among other things, provides clear economic incentives to rural smallholders for increased production and maintenance of the natural resource base. Policies promoting community participation in local resource management will enhance the scope and sustainability of ENRMA results in natural resource management, increased agricultural production, and micro-enterprise development. The widespread application of equitable rural land and forestry codes, as well as other policy measures and procedures, will foster land security and motivate people to make long-term investments in resource conservation. The most effective forms of sustainable natural resource management involve the active participation of the local population. Informing villagers about their land rights and working with them to develop mechanisms for increasing their tenure security are important steps in the related processes of democratization and local institution building. The co-management approach to forest management being developed under the ENRMA is also based on the same hypotheses. One of the principal objectives of the co-management approach is to encourage and facilitate more participation in sound natural resource management as local stakeholders begin to see the tangible benefits of decentralized management.

All four of the indicators related to the IR-4 "Enabling Policy Environment Established" Activity were achieved at projected levels for the second project year, as is made clear in the summary table included in this report. This report describes the progress achieved under IR-4 in the second year of project implementation. It focuses on achievements, on-going strategies and lessons learned during this period.

In the ENRMA target zone, knowledge about national policies concerning natural resource use and management is extremely low or entirely non-existent. From the women in the village to the government officials at the regional-level, general lack of knowledge and misunderstanding about the national *Code Foncier et Domanial* are endemic. Current forestry policy, which advances participatory management by the local population, remains unknown among agents working for the National Directorate of Water and Forests as well as to the villagers who are indicated as the principal actors in this new approach to natural resource management. The IR-4 team's approach has been shaped by the experience, knowledge, and lessons learned by the technical advisor in working on natural resource policy and management issues in Guinea since 1992, as well as Winrock's own work under the pilot Guinea Natural Resource Management Project. Key to the approach is the recognition that people must be informed and given adequate "tools" to play an active and significant role in local natural resource management. Promulgating policies at the national-level that permit the local villagers' participation remain totally ineffective if actors at all levels remain ignorant of the policies. Furthermore, policy revisions at the national-level change nothing at the local-level if government agents and ordinary citizens are not equipped with the means to realize on the ground the new policies.

IR-4's principal objective is two-fold. First, we aim to provide actors at every level of the "decentralized" hierarchy with information about land, forest and other natural resource policies. Our second objective is to advance concrete *participatory* natural resource management activities that actively involve and improve the well being of the rural inhabitant.

In this context, the ENRMA identified a series of activities that would help achieve the desired objectives:

- ✓ (Activity 4.1) Collaborative management of classified forests.
- ✓ (Activity 4.2) Creation of community forests.

- ✓ (Activity 4.3) Implementation of an Information, Education and Communication (IEC) program related to the forestry and land tenure codes and policies.
- ✓ (Activity 4.4) Reinforcement of land tenure security by establishing land tenure agreements.

B. Summary of the IR-4 Team's Activities during the second year of the project

This Program Performance Report covers the second full year of activities under Intermediate Result Number 4 (IR-4) of the Expanded Natural Resource Management Activity (ENRMA). The second project year covers the period from October 1, 2000 to September 30, 2001.

During the second year many of the activities initiated during the Year One were pursued and further advanced. In addition, several new activities, such as the creation of community forest groups, were initiated during the period.

The ENRMA co-management program was thoroughly reviewed during the past project year and was the subject of criticism from the PEA team that was in the field for five weeks during second quarter of the project year. The ENRMA team has taken steps to redress many of the issues raised by the PEA team and others. Most significantly, Mr. Mario Gauthier has been offered a long-term contract with Winrock International as Forester on the ENRMA team. In preparation of his arrival, DNEF and WI prepared an action plan of numerous tasks that must be completed to rectify the management plans for the *Suti Yanfu* and *Bakun* Classified Forests. Just prior to the end of the second project year field agents for the two forests began village-level work to improve several organizational and socio-economic aspects of the management plans (see the accompanying field work guides).

A keystone event for the IR-4 team during the second project year was the *Performance Improvement Review* (PIR) of the Nialama Classified Forest that was developed and applied twice during Year Two (3-7 October 2000 and 30 April-4 May 2001). The PIR package was designed to monitor and improve the quality and performance of the co-management program being implemented in the Nialama Classified Forest. The Performance Improvement Review responds to the need for improving the capacity of the partners in co-management—the local community members and the national forestry service—to design, implement, monitor, evaluate and improve the quality of their co-management program. The Action Plan that results from this activity serves as the guide for the numerous tasks that the various co-management partners must complete for the given period.

During the second quarter of the project year (January-March 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 fifty-three (53) new contracts during Year Two. In addition to the workshops, we passed messages via the "Radio Rurale" and developed and distributed a comic book about the land contract mechanism.

Other significant activities include: 1) a study tour to Senegal and the Gambia on "Biodiversity and Forest Protection" involving ten individuals, eight of which 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 the second ENRMA work plan that respond to the new national policy.

C. Details of the IR-4 Team's During the Second Year of the Project

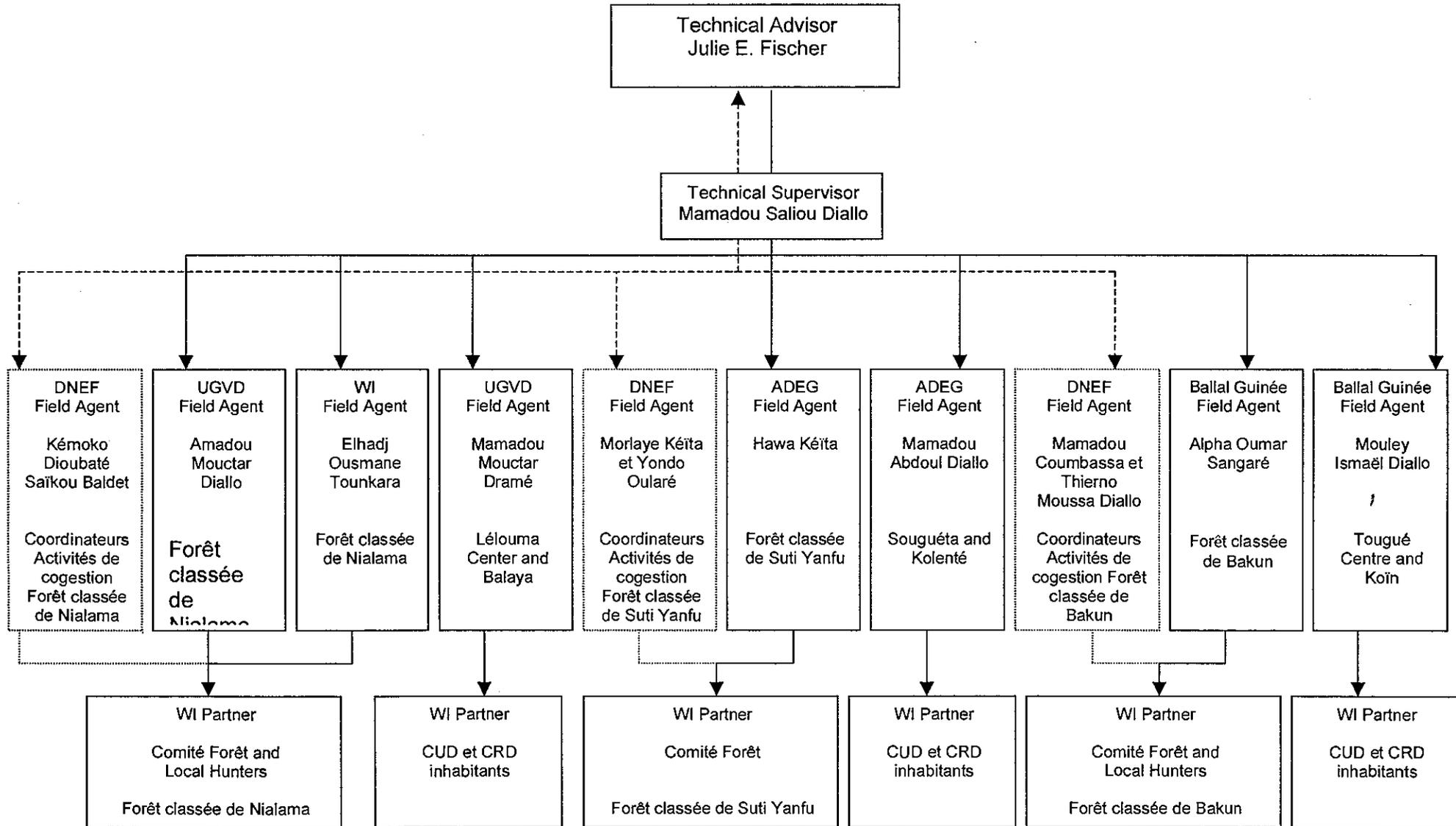
The following section provides the details of the principal activities undertaken by the ENRMA IR-4 Team during the second year of project implementation (1 October 2000 to 30 September 2001).

During Year Two the IR-4 team practically doubled in size as it was deemed necessary to dedicate one NGO field agent specifically to co-management activities and assign another NGO agent, based at the Prefecture-level, to all other activities under the domain of Intermediate Result 4. The following organizational chart indicates the composition of the IR-4 Team as of 30 September 2001.

In addition to working directly with the three NGO partner institutions (UGVD in Lélouma, Ballal Guinée in Tougué and ADEG in Kindia), IR-4 is mandated to work directly with DNEF field agents (cantonnement forestier) in two specific domains: the co-management program and the community forest program. There are two DNEF agents assigned to each of the classified forests (Nialama, Suti Yanfu and Bakun) currently incorporated in the co-management program. In addition, we work with the *Cantonnement Forestiers* assigned to the CRDs in which we have project activities. The agents working in these CRD-level are teamed up with NGO agent in the zone to put in place community forests. Finally, WI employs one technician to manage the ENRMA chimpanzee conservation program.

The technical capacity of the agents, both those put in place by the NGO partners and those assigned to the project through the DNEF, has presented the greatest obstacle for the IR-4 team. We have invested a great deal of time and effort in training all of these individuals but to this day there are marked differences between what we expect and what we have achieved in terms of professional capacity. Further closing this gap is one of the major objectives during the coming year. We are, however, somewhat blocked on this front due to our lack of direct control over the selection and management of the agents. Although we have actively participated in the interview process with the NGO partners when new agents are recruited, they are employees of the NGOs and not Winrock. The DNEF agents are assigned by their government agency and are managed by the bureaucratic hierarchy in place. In both cases, the existing institutional relationships limit our capacity to effectively manage the field agents.

**Organizational Chart
The ENRMA "Enabling Policy Environment" Team
(IR-4)**



(Activity 4.1) Collaborative management of classified forests

Project activities under the ENRMA co-management program currently are being implemented in three classified forests: Nialama Classified Forest, Lélouma Prefecture; Suti Yanfu Classified Forest, Kindia Prefecture and Bakun Classified Forest, Tougué Prefecture (see Map 1. above).

The entire co-management program was seriously reviewed in the second quarter of Year Two. The ENRMA team immediately began to take steps to respond to some of the criticisms of the co-management program made by the PEA team even though their final report was not made available to the ENRMA team until September 2001. ENRMA partners outlined a work plan of numerous tasks that must be completed to rectify the management plans for the *Suti Yanfu* and *Bakun* Classified Forests (see Appendix 1).

In the following paragraphs the activities specific to each of the three classified forests cited above will be summarized. Currently, activities to revise the technical dimensions of the management plans for Bakun and Suti Yanfu are blocked due to the delay of Mario Gauthier, the forester proposed to become the newest ENRMA team member.

✓ Nialama Classified Forest (NCF)

- A **Performance Improvement Review** procedure was developed and applied twice during Year Two: 3-7 October 2000 and 30 April-4 May 2001.
- **Selection criteria and procedures** established for the identification and distribution of **agricultural fields** in the interior of the forest. DNEF and the Comité Forêt identified the agricultural fields for the YR2001 growing season. This task was completed by a team including the Cantonnement Forestier and members of the Comité Forêt. The team identified 110.96 hectares of land appropriate for cultivation. Together with 19 hectares identified and cultivated in 1998, the total area to be exploited this year is 129.96 of the 145 hectares permitted under the management plan.
- The "Comité Forêt de Nialama" completed **revisions of their statutes and by-laws**. The revised documents were approved by the General Assembly on 14-15 March 2001. The committee's statutes and by-laws have been translated in Pular Arabic script and distributed to committee members, zone supervisors and each village participating in the co-management program.
- **Literacy courses** were conducted in seven village centers. Fifty-seven people attended a six-week Pular literacy course using the standardized Arabic script. A total of 251 people were trained in Pular using the Latin alphabet.
- Ninety people participated in the "Assemblée Inter-villageoise" on 14-15 March 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 visited the project several times during the project year to work in collaboration with DNEF agents on several important technical matters including: 1) the necessary steps for developing a sound plan for **harvesting the bani** (*Pterocarpus*) found in the NCF, 2) information regarding bamboo harvesting, 3) issues related to the agro-forestry activity and 4) **cartography/mapping issues**.
- Janis Carter, expert in chimpanzee conservation, worked with the PEGRN during a two week consultancy (30 January-13 February 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 of the structures 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 of 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 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 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 four hunter's working with the PEGRN participated in the study tour to Senegal and the Gambia (28 February to 5 March 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.
- Short-term consultancy by Mario Gauthier concerning the agro-forestry activity permitted under the co-management program in the Nialama Classified Forest. The objective of the consultancy was to improve the Nialama Forest Management Plan to ensure that the agro-forestry practices permitted under the co-management activity do not cause adverse environmental impacts. The consultant was asked to outline clear and concise measures needed to improve the agro-forestry policy in Nialama Classified Forest for the Expanded Natural Resources Management Activity. Seikou Balde, DNEF agent based in Linsan Saran, and Bernard Onivogui, chef d'antenne PEGRN, completed an agro-forestry mapping activity of Zone III during the month of June.
- On 4 August 2001 a meeting was held in Linsan Saran in an attempt to resolve a conflict between DNEF and the local Comité Forêt regarding clandestine agricultural fields found in Zone 3 of Nialama Classified Forest. A high-level delegation from DNEF, including the National Director himself, encountered sixteen members of the Comité Forêt. Two representatives from USAID and the sous-prefet of Linsan Saran served as moderators. In the end a number of villagers and several committee members were fined and the entire committee was reprimanded. In fining the guilty parties DNEF applied the Comité Forêt's own by-laws.
- The Comité Forêt opened a C³ account on 4 September 2001 (No. 2040103). On 18 September the account balance was 540.400FG.

A sticking point for the Nialama co-management program is the absence of the allocation of the taxes and fines collected by the two co-management partners. At a meeting in Linsan Saran on 4 August 2001 the National Director of DNEF promised that a decision was forthcoming from

Conakry but, to this day, nothing has been formalized. This is causing significant tensions between the Comité Forêt and the DNEF.

✓ **Suti Yanfu Classified Forest (SYCF)**

- Over the past months the PEGRN worked with the newly formed Forest Committee to complete its statutes and by-laws. ENRMA assisted the committee to take the steps necessary to formalize its organization. Copies of the statutes and by-laws were translated, photocopied and distributed to the committee members.
- An Assembly meeting was organized, inviting representative from all of the participating villages, to review and approve the statutes and by-laws during which a new Forest Committee was elected. Once approved by the local population, the documents were submitted to DNEF for their endorsement.
- The PEGRN staff, CF and DNEF agents collaborated with the PEA team that visited Suti Yanfu to collect information on co-management activities. The PEA team visited several sites and interviewed members of the CF along with other community members as preliminary steps in developing general environmental guidelines for the co-management program.
- An interview concerning the PEGRN co-management activity was aired on Radio Rurale 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 the Radio Rurale as a communication tool.
- Twenty-three members of 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 Nialama section for details).
- A ceremony was organized for the official recognition of the Comité Forêt Suti Yanfu Nyama Yibi by DNEF on 27 June 2001.
- The Cantonnement Forestier collected exhaustive data on forest limits, water sources, water courses, limits of the gallery forests and village enclaves from 10-29 July 2001. Results: 24 water sources, 12 gallery forests, 24 water courses and 4 village enclaves.

✓ **Bakun Classified Forest (BCF)**

- As in Suti-Yanfu, the ENRMA IR-4 team assisted 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 second quarter. Mouley Ismaël Diallo (Ballal-Guinée) worked closely with the management committees. Aside from finalizing their statutes and by-laws organized an "Assemblée constitutive" for each of the three Bakun management zones.
- The field agent also conducting several informational 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 ENRMA team to better plan future interventions.
- Two hunters represented the Bakun FC on the study tour to Senegal and the Gambia (see the Nialama section 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 ENRMA looking for effective ways to carry out forest protection activities.
 - Janis Carter, short-term technical assistance on chimpanzee protection issues, laid the groundwork for a long-term field study in the Bakun Classified Forest (BCF) to assess the size of chimpanzee populations and monitor their movements as well as investigate the potential for developing an education program. The results of the study will be used as baseline information from which to measure the impacts of proposed co-management production activities. During a two-week period, Carter interviewed hunters, analyzed field data, selected field monitors and divided the forest into study blocks. Mr. Elhadj Ousmane Tounkara is responsible for overseeing this program.
 - The PEGRN staff, CF and DNEF agents collaborated with the PEA team that visited Bakun to collect information on co-management activities. The PEA team visited several sites and interviewed members of the CF along with other community members as preliminary steps in developing general environmental guidelines for the co-management program.
 - Ceremonies were organized for the official recognition of each of the three Bakun Forest Management Committees by DNEF on 22, 23 and 24 June 2001.
 - During June 2001 Mr. Elhadj Ousmane Tounkara trained nine (9) hunters to collect data on critical chimpanzee habitat areas and migration corridors within the Bakun forest boundaries.
 - The Cantonnement Forestier collected exhaustive data on forest limits, water sources, water courses, limits of the gallery forests and enclaves from 10 July to 15 August 2001. Results: 50 water sources, 7 gallery forests, 22 water courses, 41 boundary markers and 9 bas-fonds.
 - A funding request, to be submitted to ADF, was prepared for the populations surrounding the Bakun Classified Forest. The funding request is for the three bridges in order to permit interaction with the villages involved in co-management throughout the year.

(Activity 4.2) Creation of community forests

This activity was written into the second 18-month ENRMA work plan (April 2001-Sept 2002) for the NGO field agents and DNEF cadre working in Kindia, Lélouma and Tougué. The IR-4 team initiated this program during the last quarter of Year Two with a three-day workshop that took place 10-12 September 2001. M. Sangaré (AGIR, Labé office), two APARFE agents and two resource people from Dogol Sigon served as trainers for the workshop. Eleven agents, NGO and DNEF, participated in the workshop. During Project Year Three at least three community forests will be established, one in each of the current prefectures (Kindia, Lélouma and Tougué).

Over the past year the community forest program was pursued by APARFE in Kissidougou and IBGRN in Dabola under HEPA financing. Although APARFE claims to have successfully established six community forests in Kissidougou the ENRMA team has not received documentation that confirms these results. IBGRN submitted three "Mise en Défens" plans but they were not in final form at the close of the project year.

(Activity 4.3) Implementation of an Information, Education and Communication (IEC) program related to the forest and land tenure codes and policies

- We continued to concentrate on two central policies throughout Year Two: 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 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 worked closely with the special council assigned to land tenure issues at the national-level to coordinate and incorporate several concrete activities into the ENRMA's second 18-month work plan that respond to the new national policy.
- Julie E. Fischer attended a regional-level workshop entitled "*Troisième Atelier Régional sur la Diffusion de la Législation Forestière*" in Kankan (5-7 April 2001). The ENRMA has been invited to participate in this series of regional workshops related to forest policy issues that will culminate with a national workshop before the end of the calendar year 2001.
- We developed and distributed a comic book about the land contract mechanism. The comic book has been produced in French and Pular, and will soon be published in Soso. The response to the comic book has been very positive. The text of a second comic book has been given to the illustrator.
- The field agents worked throughout the year with forest committees of Nialama, Suti Yanfu and Bakun concerning bookkeeping, report writing and on roles and responsibilities as forest committee members.

Discussion of Related Indicators

Indicator 29: The 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 Nialama and Suti Yanfu Forest Committees 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. (5 activities)
- During the second 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 the 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 Sougueta, Kolenten, Tougue-Centre, Koïn and Lélouma Centre the IR-4. (5 activities)

- “Atelier sur la cogestion des Forêts Classées” organized by the Coordinateur National Adjoint du PEGRN/DNEF (2-4 February 2001) with 48 participants. (1 activity)
- The study tour to Senegal and the Gambia also contributes to the achievement of this indicator. (1 activity)
- A two-day workshop (20-21 June 2001) was organized by ENRMA on the roles and responsibilities of the DNEF agents based in the CRDs where there are classified forests under co-management. The objective of the workshop was to clarify the role of the CRD-level DNEF agents, in general, and as regards the co-management effort in particular (1 activity)
- A broadcast on Radio Rurale concerning the co-management activity—A round table discussion about the study tour of 8 hunters involved in chimpanzee monitoring in the three forests currently involved in the ENRMA co-management program (1 activity).
- Development of a comic book on the land contract mechanism in French and Pular. The tool will also be produced in Susu in the coming months (2 activities).
- The transmission of a radio play on Radio Rurale on the land contract mechanism (1 activity)
- One (1) voice cassette concerning the co-management program (Bakun) (1 activity)

(Activity 4.4) Reinforcement of land tenure security by establishing land tenure agreements.

During the first quarter of 2001 (second quarter of Project Year Two) five workshops addressing the land contract mechanism were organized in the following CRDs/CUs: Koin, Tougue Centre, Lelouma Centre, Sougueta 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 53 new contracts this year.

A radio play about the land contract mechanism was developed, recorded and broadcasted on Radio Rurale during the month of July 2001. We have reproduced the radio play on cassettes that IR-4 agents will use during an information sharing campaign that is programmed to begin in October 2001. During the information campaign the agents will distribute copies of the comic book that was developed on the same theme.

The “*Declaration de Politique Foncière en Milieu Rural*”, approved on 20 March 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 have incorporated 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.

Summary table for the land contract workshops organized this past year:

<i>Date</i>	<i>CRD</i>	<i># of participants</i>
21-22 January 2001	Tougué Centre	49, with 5 women. Participants came from 4 districts: Tougué I, Ballama, Soumpoura and Pandje
24-25 January 2001	Koin	39 participants (no women present). Participants came from 2 districts: Kafa and Siguira
28-29 January 2001	Lélouma Centre	65 participants, including 12 women. Participants represented all 7 districts: Petel, Diala I, Diala II, Sanama, Kenery, Poye and Djinkan
16-17 February 2001	Sougueta	68 participants with 25 women present. All districts were represented.
27-28 February 2001	Kolenté	42 participants, including 15 women
3-4 Septembre 2001	Lélouma Centre	10 participants: ENRMA agents

Discussion of Related Indicators

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

- **Fifty-three (53)** land contracts were signed during Year Two between land users and property owners as a direct result of the workshops organized in five CRDs within the project zone during the second quarter of the year. 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 continue to witness the signing of new land use contracts before the start of the gardening season 2001-2002 (see Appendix 3).

D. Progress towards IR-4 Benchmarks

The following table indicates the progress made by the IR-4 team as of 30 September 2001 in achieving benchmarks related to IR-4 activities:

IR 4 Indicators

No	INDICATOR	Sept 2001 Target	Total achieved Sept 2001	OBSERVATIONS
26	The number of forests co-managed by the communities and other institutional partners	0	0	The ENRMA continues to work in the Nialama, Suti Yanfu and Bakun Classified Forests.
27	The number of community forests managed by cooperatives which are formally recognized	3	6*	1. Six (6) villages created "Groupement Forestier" with technical assistance from APARFE-Kissidougou.
28	Number of land use contracts signed between land users and property owners	30	53	1. Tougué: 29 land contracts (5 female land borrowers) 2. Lélouma: 6 land contracts (6 mixed female and male groups) 3. Kindia: 18 land contracts (1 female land borrower) (see respective tables)
29	The number of dissemination activities conducted related to the laws, texts, and decrees regulating the management of natural resources	20	32	The activities are distributed as follows: 1. Seven (7) land contract workshops (Labé, Lélouma (2), Balaya, Koin, Tougue Centre, Kolente, Sougueta) 2. Four (4) radio messages (co-management (3) and land contracts (1)) 3. Twelve (12) workshops on co-management issues with one or more of the Forest Committees. 4. One (1) study tour to the Gambia and Senegal (co-management program) 5. Two (2) comic books on the land contract mechanism (French and Pulaar) 6. Two (2) translations of Forest Committee Statutes and By-laws (Nialama and Suti Yanfu) 7. One (1) voice cassette concerning the co-management program (Bakun) 8. One (1) "Atelier sur la cogestion des Forêts Classées" 9. One (1) "Atelier sur la formulation des Termes de Référence des agents de l'administration forestière dans la cogestion des forêts classées"

* We are unable to confirm these results reported by the NGO APARFE at the present time.

As indicated in the table above, the IR-4 met or surpassed all four of the performance indicators for which it is responsible.

E. Perspectives for Project Year Three

During the coming months we will be completing a set of materials developed for the co-management program related to information sharing, data collection and local organizational development. The guides use a participatory approach to actively engage the local population in all aspects of the program. These materials will be used when initiating work in the two new forests that are to be added to the ENRMA program during Year Three.

The IR-4 will continue to actively contribute to improving the ENRMA co-management program, working in close collaboration with the forester who is to join the team shortly. Our contribution will be in terms of the socio-economic and organizational dimensions of the program. We will strive for improving the program through further development of field support materials, a training program for all partners and an extensive information sharing campaign.

We will add two new issues to the « Tout A Savoir Sur... » comic book series and will oversee the production of up to five other issues proposed by ENRMA colleagues. The IR-4 team will add an issue related to community forestry and a second issue related to the co-management program. This publication series will do much to advance the ENRMA's information sharing program and will help to communicate to the larger public ENRMA's approach and project objectives.

Plans are well underway for a national workshop on "Applying Solutions to Rural Land Tenure Issues." The workshop was programmed to take place before the end of 2001 but due to national political campaigns and the ensuing security issues the workshop will be delayed until later in Year Three. A questionnaire/survey was distributed to other projects working in rural Guinea in order to collect information on the land tenure issues they confront and on the solutions various actors have applied in the field.

E. Health and Environmental Protection Activity

HEPA, the Health and Environmental Protection Activity, began in October 1998. HEPA was funded through Economic Support Funds (ESF) offered to USAID-Conakry by the US Congress. Using funds remaining from the 1997 closure of USAID programs in Niger, Congress offered Guinea \$500,000 to support activities in the sectors of health and environment in the Forest Region, with a particular focus on refugee-affected areas. HEPA was established to promote sustainable natural resource management according to the objectives of AID's first Strategic Objective (SO1) and, to a lesser degree, to improve Guinea's health service delivery systems in the prefectures of Guéckédou, Kissidougou, and Macenta.¹

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

In early March 2000, sub-grants were offered to seven NGOs that had submitted proposals as a result of their participation in the workshop. The table below presents a summary of the results achieved during the first phase of the program that ended in September 2000.

Results of the First Phase of the HEPA Program

HEPA Indicator	Target	Result
Hectares of forestlands restored.	800	1,169
Hectares of woodlands protected and managed according to a sustainable management plan.	1300	121
Number of farmers having acquired skills in improved sustainable agricultural practices and/or use of market information.	900	4,250
Number of farmers who invest in improved sustainable agricultural practices.	440	1,116
Number of farmers who develop farm management plans.	110	225
Number of producer associations who have improved their internal organization and/or the marketing of their products.	5	29
Number of new enterprises developed.	5	16
Number of existing enterprises expanded.	5	2

The discussion summarized here is based on the final report of the HEPA program that is available from the ENRM Project office in Conakry². The report is in two volumes:

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

¹ See the HEPA final report for a full presentation of the details of this program.

² A more detailed discussion is also presented in the first Annual Report.

During the period of this annual report, four more contracts were signed with Guinean NGOs: EDAC, APARFE, WACODES and IBGRN. EDAC and APARFE continue to work in the region of Kissidougou; WACODES and IBGRN have initiated new activities in the region of Dabola. The results achieved from these four contracts are shown in the table below.

FISCAL YEAR 2001* RESULTS ACHIEVED THROUGH THE HEPA PROGRAM			
NO.	INDICATOR	FISCAL YEAR 2001	
		TARGET	RESULT
1	Area of natural forests and plantations of forest species and/or fruit trees managed under a sustainable management plan in the project zone (ha)	2460	1642
2	Area of land under cultivation using sustainable agricultural techniques (ha)	325	320
3	The number of NRM plans successfully implemented by communities	16	12
4	The number of NRM plans prepared, and judged acceptable, with the assistance of NGO or GOG agents	18	14
5	The number of village NRM organisations which are functional	79	24
6	The number of NGO agents participating in organised training	28	33
7	The number of organised demonstrations and programs aimed at increasing capacity	19	20
8	The number of producers who invest in sustainable production techniques which increase productivity	1360	1265
9	The number of producers capable of describing at least two sustainable agricultural practices that improve productivity	1224	5292
10	Number of producers who implement a simple production plan	1360	1265
11	Number of producers who use market information to commercialise their produce	600	400
13	Number of producer associations which carry out commercialisation activities	25	25
28	Number of land-use agreement contracts established	6	6

The contract periods associated with these contracts are as follows. EDAC 11/1/00 – 9/30/01; APARFE 2/1/01 – 1/31/02; WACODES 3/1/01 – 9/30/01; IBGRN 4/15/01 – 10/15/01

As shown in the table, targets were surpassed, met or nearly met in 8 out of 13 cases. Although the target was substantially surpassed regarding indicator 9, results fell noticeably short of targets in 5 cases (about 33% of the objective was achieved regarding indicator 5, about 67% regarding indicators 1 and 11 and about 75% regarding indicators 3 and 4). The HEPA program operational approach, which during FY 2001 relied substantially on NGOs working in zones that are distant from the ENRMA base of operations, and therefore difficult to monitor adequately, is currently under review. In addition, data verification exercises regarding NGO reporting is being programmed as of this writing.

F. Training

This section presents the efforts of the Expanded Natural Resource Management Activity (ENRMA) to reinforce the capacity of ENRMA personnel, NGO project partner agents and community associations through training. The goal of the training program is, therefore, to reinforce and develop the capabilities of all the institutions, organizations and village groups implicated in project activities. The training program places an emphasis on a community approach, participatory and rational management of natural resources and improved agricultural production.

The training program is based on the needs identified by each of the targeted groups and is carried out with the help of technical assistance from different project components, the local NGO agents and foreign partners. The Farmer-to-Farmer Program, for example, is an important component of the ENRMA training program.

The targeted groups are primarily individual villagers and members of market groups or other existing organizations. In addition, local NGO personnel, ENRMA and the local agents as well as the DNEF participate in training implemented in the context of the co-management of the forests of Nyalama, Souti Yanfou and Bakoun.

Principal training themes include:

1. Training community organizations in the elaboration of Natural Resource Management Plans
2. Training NGO agents and country trainers in sustainable Natural Resource Management and improved production technologies.
3. Training NGO agents and model farmers in the diffusion of improved NRM and agricultural production techniques.
4. Training to support development of small businesses and micro-enterprises.
5. Training in the use of institutional tools such as land contracts, technical issues regarding forest co-management and complementary skills such as literacy.

The total number of individuals trained through the sponsorship of the ENRMA in fiscal year 2001 is 5,587 including 2,654 women (see Appendix 2).

INTERMEDIATE RESULT 1—Planning ability of Natural Resource Management established and applied by the community

The training themes developed essentially permit action in a sustainable manner concerning the exploitation of the multiple natural resources available in the country. The strategy used relies on the effective participation of all the concerned actors: the general community, NGO and DNEF agents assisted by the Winrock team. The training emphasizes the importance of planning in community natural resource management.

In all, 1,640 individuals, models farmers and NGO and GOG agents benefited from training based on the following themes:

- participatory diagnostic
- planning skills

- plans of action
- improved cooking stoves
- composting

Much of the training was accomplished in the context of workshops.

The broad goals behind the choice of these training themes include:

- To increase the competence in planning and in sustainable natural resource management by the community.
- To reinforce the abilities of NGO and GOG agents in order to aid communities in planning and implementing natural resource management plans.
- To strengthen the organizational abilities of community organizations.

Village-level participatory diagnostics

To date, seven NGO agents from Ballal Guinea, ADEG and UGVD have been trained in participatory diagnostics. Eight agents participated in training session designed to strengthen competency in planning. Six agents were trained in developing action plans for the prefectures of Lélouma, Tougué and Kindia.

Model farmer training

Training of model farmers in Lélouma, Tougué and Kindia included five themes and a total 962 trainees at the village level. Sixty-one villagers participated in a training workshop, 53 in practical diagnostic exercises, 63 participated in participatory planning training, 437 in composting techniques and 348 in improved cooking stove technology.

Workshop to enhance planning skills

This training module was organized by the ENRMA technical agent responsible for IR 1 and targeted the IR-1 agents of the three NGO partners. The workshop's objective was to reinforce the skills of the IR-1 agents in participatory planning and to evaluate the strengths and weakness of the approach. A total of 8 agents took part in this training.

Participatory Diagnostics Techniques Workshops

Special workshops were organized in the goal of harmonizing and reinforcing participatory diagnostic techniques and knowledge. The training strengthened diagnostic skills and the capacity to evaluate and analyze village resources. The training sessions included a total of 61 individuals, of which 15 were women. Agents with UGVD, Ballal-Guinea, ADEG, IBGRN, and AACG served as the principal facilitators in these workshops.

Village diagnostics

The "village diagnostics" workshops' objective was the reinforcement of skills needed to produce viable NRM plans. A total of 53 individuals, of which 17 were women, benefited from this training. Field agents from UGVD, Ballal-Guinea, ADEG, IBGRN and AACG conducted several sessions of this workshop.

IR 1 Plan of Action development workshop

This training also targeted NGO partner field agents in the goal of increasing monitoring and evaluation skills based on tracking specified indicators. Action plans were developed to collect and analyze information necessary to evaluate the indicators. Eight IR field agents participated in this training.

Participatory planning

A total of 63 villagers, including 29 women, from Siguiri, Bole Kegna II, Tyankoye and Slouma received training in participatory planning. The training objective was to increase the quality of the village-level NRM plans.

Improved cooking stoves

Most participants in training sessions conducted on the theme of improved cooking stoves were women (224 of 348). The high level of interest in this training is evidence of villagers' desire to save energy and protect forest resources. The demonstrations took place in Guemma, Ballama, Kourately, Tyoupia, Ley Seere, N'Dire and Damby. The training was to demonstrate to the villagers the importance of more efficient stoves capable of reducing wood consumption, thereby reducing the pressure on the environment.

Composting

The objective was to facilitate villager access to organic fertilizer through the aid of appropriate technologies. A large number of villagers took part in these practical field demonstrations and today are able to facilitate the transfer of composting techniques to neighboring villages. A total of 437 villagers participated in the training, of which 224 were women.

INTERMEDIATE RESULT 2—Increased Agricultural Productivity

Production

The goal of the training activities in the area of production is to increase adoption of sustainable agricultural productive practices. Technologies include farming practices which improve soil fertility (organic fertilizer, compost, straw, etc.) and improved inputs (particularly regarding seed quality). The target groups villagers and farming groups from the Kinda, Tougué, and Léluma prefectures as well as NGO partner agents.

Training in vegetable production in Tougué, Lélouma, Kindia and the Forest Region

Producer groups including a total of 2,403 villagers were trained in various farming techniques. One hundred and sixty-six (166) villagers (all men) were trained in NRM techniques including weed control practices. Two hundred and sixteen (216) villagers were trained in composting, 77 of whom were women. Nine hundred and thirty-three (933) villagers were trained in the use of improved seeds and the same individuals took part in organic fertilizer training. One hundred and fifty-five (155) individuals were trained in straw mulching.

Marketing

Training themes relating to agricultural produce marketing include:

- ✓ Training of production groups in the use of market information for decision-making.
- ✓ Training of CBOs in the use of illustrated tables and graphs displaying price information.
- ✓ Teaching producer groups improved methods for storing their post-harvest products, enhancing product quality and effective transportation strategies for marketing their produce.
- ✓ Training of well-established producer groups in sophisticated marketing skills.
- ✓ Training to reinforce the administrative capabilities and strategies of ACA agents and other CBOs.

The following themes were included in marketing-oriented training modules:

- ✓ Development of a simple production plan
- ✓ Improved communication and information diffusion
- ✓ Marketing techniques
- ✓ Farming statistics
- ✓ Human resource management techniques
- ✓ Use of market information
- ✓ Development of group business plans
- ✓ Management of cooperatives and other associations
- ✓ Improvement of client services regarding cooperatives.

INTERMEDIATE RESULT 3—Development and support of small businesses and micro-enterprises

Nine hundred and seventy-seven individuals were trained in various themes developed by VITA and PRIDE/Training including: simplified accounting in Pular, the spirit of enterprise (in French, Pular and Soussou), marketing issues (in French and Pular), client services, business creation (in French), etc.

Simplified accounting (in Pular)

The training took place in the Balaya-Centre, Thianguel Bori, Horé Dioli (Lélouma prefecture) and in Linsan (Kindia prefecture). By the end of the training the participants were able to accomplish simple accounting tasks related to their business activities. One hundred and ten individuals took part in the training, 65 were women.

Entrepreneurial Spirit

This training session gave the participants a clear and complete evaluation of their potential as entrepreneurs. Four hundred and ninety-one individuals were trained, 226 of which were women. Pride/Training offered 20 workshops with the support of the ENRMA in the Kindia, Lélouma, and Tougué prefectures. The Thianguel Bori participants were members of a women's group.

Marketing (in French and English)

The objective of this market training was to put individuals in the position to re-energize their business and services by strengthening skills in marketing, business promotion and creation and to improve general management capacities. A total of 46 individuals (15 women) received training over the course of two workshops, organized and facilitated by PRIDE/Formation in Labé with the support of the ENRMA.

Business Creation

Four sessions were held in Labé, Lélouma and Kindia. The objective was to train rural entrepreneurs to create and manage micro-enterprises. One hundred and twenty-six individuals, including 68 women, received training through these workshops.

Client Services

The objective of the client services workshop was to give the participants the skills required to attract and keep more clients, and to provide better customer service. 122 individuals, 41 of which were women, participated in the workshop.

Business promotion through proposal development (in French)

Twenty-five individuals, 4 of whom were women, took part in this training session, which was conducted in French in the Kindia Centre. Participants were taught how to prepare and submit service offers and proposals in a professional manner.

Strategic Management (in French)

Strategic management themes were developed to allow participants to adopt a mentality for successful management of their micro-enterprises. The workshop took place in Kindia with 25 individuals attending, 10 of whom were women. All participants were crafts men and women from the locality.

Planning

The objective was to reinforce effective planning skills. The training session, which took place in Kindia, was conducted in French and was attended by 32 participants, 4 of which were women.

INTERMEDIATE RESULT 4—Establishment of a favorable political environment

A series of training workshops was organized with the assistance of NGO agents. Seven hundred and thirty-nine (739) individuals were trained in varied and complex themes. Of the 739 individuals, 634 were villagers living in the ENRMA intervention zone. The remaining individuals involved training sessions organized for the benefit of diverse ENRMA partners, particularly our NGO partners and the DNEF field agents.

Land contract mechanisms

During the first quarter of 2001 five workshops addressing the land contract mechanism were organized at the CRD-level in the ENRMA intervention zone. Two hundred and seventy-one (271) individuals were trained during fiscal year 2001 (including 63 women) in the use of this tenure security tool, resulting in the signing of 53 new contracts this year.

Training of trainers (in Pular using the Latin alphabet)

Eleven individuals (3 of which were women) were trained in the Lélouma-Center in literacy techniques. The objective was to train trainers who would, in turn, teach literacy to villagers so they might better understand and be able to participate in project activities.

Training farmers to read Pular using Arabic characters

The objective was to increase written literacy in the Pular language through the use of Arabic characters during a period of 8 weeks. Literacy centers were established in Télibofi; Kagnégandé and Goundoupi in an effort to reach a wide audience surrounding the Nialama Classified Forest. One hundred and twelve individuals participated, 4 of which were women.

Training farmers in Pular using Latin characters

Two hundred and fifty-one individuals participated in the literacy sessions, 121 of which were women. The objective was to teach villagers to read and write in Pular so that they would better understand legal texts and laws concerning land contracts, the forest management plan and national environmental policies.

Environmental Monitoring Study Tour

With the objective of strengthening the skills of the hunters who monitor chimpanzee activity in the classified forests incorporated in the co-management program, a study tour was organized to Senegal and the Gambia to exchange ideas and to see how chimpanzees and other wildlife are protected in neighboring countries. Eight hunters from Nialama, Suti Yanfou and Bakun, along with the Chef d'Antenne, WI field agent responsible for the chimpanzee surveillance program and Dr. Julie E. Fischer, took part in the trip.

NGO and GOG agents training

NGO and DNEF agents received training in the use of the land contract mechanism and the co-management approach to natural forest management.

CROSS-CUTTING TRAINING OPPORTUNITIES

Training Abroad

To reinforce the skills of ENRMA personnel and GOG and NGO agents in integrated and participatory development, 15 individuals were sent to participate in six different training modules offered at the PanAfrican Institute for Development (IPD) in Ouagadougou, Burkina Faso. The training sessions took place between 16 April and 17 July 2001.

Mr. Sekou Fofana, ENRMA technical coordinator, and Mr. Dantily Diakity, DNEF National Adjunct Coordinator benefited from a training session at Forhom Institute, La Rochelle, France from 10 September to 12 October on the theme *Development Project Management—Monitoring and Evaluation*.

The Enterprise Development Centers in Conakry and Labé

The Enterprise Development Center contributed to the reinforcement of skills necessary for business development. The center offers training on diverse themes including: soap making, computer literacy and word processing, improved information centers and beekeeping (see IR3 section of the *Core Activities* chapter of the present report for greater detail on these training activities).

G. Monitoring and Evaluation

The ENRMA team carried out monitoring and evaluation (M&E) activities following a short-term assistance mission in October 2000 by Dr. M. Marks.

Marks developed the following tools for the ENRMA:

- ✓ A methodology for gathering data concerning the 30 indicators approved by USAID and adopted by the ENRMA to measure the performance and progress of project activities.
- ✓ Instructions for the gathering baseline data (at the time $(t) = 0$) necessary for evaluating future changes in the pertinent indicators (note that certain indicators are at 0 when $t = 0$).
- ✓ Data collection tools (questionnaires concerning producer's intentions and CBO activities, methods for standardizing data, etc.) necessary for the acquisition of data to support the various indicators.
- ✓ Training guidelines for ENRMA agents who are implicated in the M&E process.

Since the field agents often lack M&E experience, a training session was organized in Labé 19-20 October 2000 concerning the use of ENRMA's M&E manual. Within the M&E manual each indicator is treated separately within a span of two pages. The first page consists of a table, giving relevant details for each indicator. This information was collected from a variety of sources—the USAID Performance Results Evaluation, the ENRMA monitoring and evaluation plan and from the experience of several USAID and ENRMA technical personnel along with the commentary gathered during the training session held in Labé. The table for each indicator provides the following information:

- 1 Indicator name
- 2 The indicator's place within the USAID Logical Framework
- 3 The measurement unit to be used
- 4 Explicatory notes about the indicator
- 5 The source, frequency, and methods used for gathering the data
- 6 The person responsible for the data (in most cases this is the ENRMA Technical Assistant assigned to the activity at hand).
- 7 The methodology for verifying the quality of the data
- 8 A list of details yet to be completed (concerns certain indicators only)

Data forms were established for all indicators, except for those where forms already existed. All field agents responsible for gathering data will employ these standard forms. The information contained in the tables, as well as the existence of ENRMA indicator data forms, aim at standardizing the monitoring exercise. Creating a methodology for gathering and presenting data simplifies data analysis and field activity evaluation.

Adequate data collection forms were created during Project Year 1 for Intermediary Results 3—**Increased Activities of Small Businesses and Micro-enterprises** so further forms were developed this fiscal year.

For certain indicators data is collected through the use of questionnaires. Two questionnaires were prepared, one for monitoring individual producers, the other for monitoring CBOs.

The third section of the Indicator M&E forms gives details of existing baseline data, as well as any other support instruments for the ENRMA monitoring and evaluation process. Developed to

incorporate diverse information, this section gives directives for the collection and management of data.

Presently, ENRMA tracks 30 progress and performance indicators, which are to be measured periodically and as precisely as possible. After complete data analysis, the technical assistance team must use results to review and evaluate project activities. In an on-going manner the Logical Framework and current indicator list will be reevaluated and at some point it may be necessary to propose to USAID possible revisions.

The approach and methodology developed by Dr. Marks and the ENRMA team is to serve as a reference manual for the ENRMA technical coordinator, who is responsible for monitoring and evaluation program, as well as for the field agents responsible for gathering field data on the indicators.

In 2001, the Monitoring and Evaluation Plan was finalized and the objectives were clarified. The next steps for the ENRMA include training field agents in precise data collection requirements and to establish the baseline data for all pertinent indicators.

Other important steps

To simplify the development and installation of an efficient ENRMA monitoring and evaluation system, several steps were followed:

1. Questionnaires concerning individual producers and CBOs were revised by the relevant Technical Advisors and the Technical Coordinator to address all pertinent questions;
2. At the field level a pretest was implemented for the two questionnaires concerning individual producers and CBOs;
3. The data collection forms were revised;
4. Base line data were collected; and
5. A M&E mission was effected in the ENRMA intervention zone.

Setting up a Database

Establishment of a database allows for the safe storage and management of essential ENRMA information. The data stored in the database can be exploited in its entirety or isolated, depending on the needs of the user.

This activity is justified by

- The volume of diverse original information
- The need to distribute information to multiple partners
- The importance of ensuring sound information management

PEGRN uses standard software to store data:

- Excel
- ACCESS

H. Administration

As with any new development project, the logistical and administrative tasks related to start-up of the ENRMA were a significant challenge. The largest tasks, however, were completed during the first year. By the second year of the project administrative procedures had become largely routine. A few of the administrative highlights from fiscal year 2001 include the following.

- ξ A new project Administrator. Mamadou Oury P. Diallo, was hired 20 November 2001.
- ξ An inventory Access database was created for the ENRMA and the project inventory was updated.
- ξ New employee evaluation sheets were established.
- ξ The project complied with existing policies in Guinea by renewing registration and insurance regarding vehicles and motorcycles.
- ξ The NRM Program Officer, Chris Kopp, made several visits to the project (October 2000, March 2001, June 2001 and September 26 to October 10, 2001). During these visits, he attended various meetings related to ENRMA activities, management and administration.
- ξ A workshop was organized by PRISM in partnership with USAID to share information and perspectives on AIDS and its consequences. The ENRMA collaborated with OXFAM, OIC, ADRA and PRISM to provide basic training through information diffusion, demonstrations and shows. PRIDE/Formation played a leading role in the initiative. Training sessions have been held at the project's offices in Labe, Lélouma, Tougué, Kindia and Conakry (by Mohamed Diallo – PRIDE/Formation).
- ξ A well was dug for the project's office in Lélouma to solve a water supply problem.
- ξ Workshops were organized and implemented in Labe (on March 12-13 and 19-23) to share ideas and experiences and to develop a program regarding elaboration of the project's second annual workplan. Subsequently, a series of workshops was organized. These workshops were held respectively in Kindia, Lélouma and Tougué (during the month of April 2001) with the participation of all the projects' senior staff, DNEF, USAID and the field agents. Local government authorities also participated.
- ξ The 'Inspection de Travail' (Guinea's regulatory agency regarding labor policies) notified the project that project personnel are liable for payment of income tax (Retenu des Taxes sur Salaire, or RTS). Following a period of negotiation a reduced lump sum payment was approved by National Tax Director and the project is currently paying this reduced rate. The project salary scale and payroll slips were modified to provide details regarding salary, benefits and taxes.
- ξ Contributions are being regularly paid to the CNSS (Caisse Nationale de Sécurité Sociale), but securing normal reimbursements based on stated policies remains a problem. Recently the Social Security office in Labé approved a compensation payment for the project, but this favorable ruling remains exceptional.

- ξ Six additional motorcycles were purchased and distributed between the NGO field agents to facilitate their transportation.
- ξ Three women were hired by the project as 'Coordinatrices Prefectorales' (prefectoral-level activity coordinators) for the three prefectures of Kindia, Lélouma and Tougué in March 2001. One of them resigned in May and was immediately replaced. Three motorcycles 'Yamaha AG100' and three laptop computers were purchased locally for these Coordinatrices.
- ξ The Natural Resources Management Specialist, Mohamed Konaré, left the project on June 4, 2001 and was replaced by Papa Meissa Diop who arrived in Guinea from Senegal on June 13, 2001.
- ξ Fatoumata Bintou Diallo was hired as a secretary for the Labe office. She is based at the Regional Coordination Office.
- ξ A 5th building was renovated and equipped to be used as a conference room and additional offices in Labé (4 buildings were previously renovated and equipped for the ENRMA in Labé). A sheltered porch was constructed to be used for coffee breaks during meetings, seminars or workshops.
- ξ An interphone system is installed by EGERITT for the Labé office, and the telephone line 51 00 93 was connected to the switchboard of this new system. This installation is facilitating the communication through the 5 buildings of the project in Labe.
- ξ A Local Area Network system was installed to connect the computers in different offices. To date the system has been operational only intermittently.
- ξ Kent Elbow, the in-coming Team Leader for Winrock of the ENRMA, visited Guinea during the period September 16 – 22, 2001 to participate in a turnover of duties with the outgoing Team Leader, Martin Bush. Elbow returned to Guinea to officially assume duties on October 1, 2001.
- ξ Martin Bush left Guinea on September 24, 2001 for his new assignment as Team Leader of the ASSET Project in Haiti for Winrock International.
- ξ A solar energy specialist, Richard Scheppens, was selected as a consultant to evaluate the current solar system installation for the project's prefectoral offices. Recommendations regarding repairs and improvements to the system were submitted to the project.
- ξ The main office of the project was being transferred to Labe at the end of the fiscal year. Several Winrock employees including the Team Leader, Technical Coordinator, Chief Accountant, 3 drivers and one Assistant have thus moved to Labé from Conakry. VITA and Land O' Lakes also transferred many of their employees from Conakry to Labe.

APPENDICES

1. Spatial planning charts from 18 month work plan
2. Training activities: themes and participants
3. List of publications
4. List of ENRMA Personnel
5. Disaggregation of FY 2001 Results by Gender

APPENDIX 1

Spatial Planning Charts from 18-Month Work Plan

The spatial planning charts that appear in this appendix present a graphical overview of the spatial structure of project activities within each prefecture. In order to better understand the charts, they should be reviewed in conjunction with the Logical Framework tables shown on pages 5 and 6. The spatial planning charts display the reference number of each activity in the four technical (intermediate result) programs – GRN¹, AGR, PME, and ENV – that corresponds with the grouping of activities in the Logical Framework and the Results Framework.

¹ The GRN rubric refers to the French abbreviation for Gestion des Ressources Naturelles, or Natural Resource Management. Rather than replace GRN with NRM everywhere in the tables (which were prepared in French), we have elected to retain the French abbreviation.

SPATIAL PLANNING CHART FOR TOUGUE - CENTRE

DISTRICTS and Sectors	ACTIVITY NUMBER																								
	GRN					AGR										PME					ENV				
	1	2	3	4	5	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	1	2	3	4	
TOUGUE CENTRE																									0
1 Tougue 1																									0
Tougue 1 centre					X							X	X	X	X	X		X	0					0	
Kouroula					X							X	X	X	X	X		X						0	
Dioloki				0	X	0	0	0	0			X	X	X	X			X						0	
Fougoumba					X							X	X	X	X	X		X						0	
N'Dire	X	X	X	0	X	X	X	X	X			X	X	X	X	X		X						X	
Samping				0	X	0	0	0	0			X	X	X				X						0	
2 Tougue 2																									0
Tougue 2 centre					X										X	X		X	0					0	
Kouretely			X	X	X	X	X	X	X			0	x	0				X						0	
Kensouma			X	X	X	X	X	X	X			0	x	0	X	X		X						0	
Damby			X	X	X	X	X	X	X			0	x	0	X	X		X						X	
Tabara					0	X	0	0	0			X	X	X	X	X		X						0	
Dow Tougue					0	X	0	0	0			X	X	X	X	X		X						0	
Hakounde-Tiandi					0	X	0	0	0			X	X	X	X	X		0						0	
3 Woulenko																									0
Woulenko centre			X	X	X	X	X	X	X			E	x		X	X		X	X					0	
4 Sandake																									0
Sandake centre					0	X	E	E	E						X				X					0	
5 Pandie-fello																									0
Pandie-fello centre			X	0	X	X	X	X	X			0	x	0	0	0		X	X					X	
Pandie-Ley	X		X	X	X	X	X	X	X			0	x	0	0	0		X						X	
Bhohy			X	0	X	X	X	X	X						0	0		X						X	
N'Dire Pandie					X	X	X	X	X			0	x	0	0	0		X						X	
Nereboun	0	0	0		X	X	X	X	X			0	x	0	0	0		X						X	
Missira					X	X	X	X	X			0	0	0	0	0		X						X	
6 Soumpoura																									0
Soumpoura centre			X	X	X	X	X	X	X			0	x	0	0	0		X	X					X	
Djidata			X	X	0	0	0	0	0			0	0	0	0	0		0				0		X	
Tyioupia			X	X	X	X	X	X	X			0	0	0	0	0		X						X	
7 Ganfata																									0
Ganfata centre				X	X	X	X	X	X			0	x	0				0	X					0	
Soloma					X	X	X	X	X			0	x	0				0	X					0	
8 Ballama																									0
Ballama centre			X	X	X	X	X	X	X			0	0	0	0	0		0	0					X	
Ley Seere			X	X	X	X	X	X	X			E			0	0		X						X	
Sibikoto			X	X	X	X	X	X	X			E	x		0	0		X						X	
9 Kegna																									0
Kegna centre			0	0	0	0	E	E	E	E					0			0	X					0	
12 Bole																									0
Bole centre			X	0	0	0	0	0	0						0	0			X					0	
Bole Kegna					0	0	0	0	0						0	0								0	
Wara					0	0	0	0	0						0	0								0	
Hafia			0	0	0	0	0	0	0						0	0								0	
Bouroumba					0	0	0	0	0						0	0								0	
Gaigui			0	0	0	0	0	0	0						0	0								0	
13 Kalanka																									0
Kalanka centre					X										0	0			X					0	
Tolou					0	X	X	X	X				x		0	0		X						0	
Guemma - Kaloum					X	X	X	X	X			0	x	0	0	0		X						X	
N'Dantari - Dyakabhe					X	X	X	X	X				x		0	0		X						0	
14 Wuretembe																									0
Wuretembe centre			0	0	0	0	E	E	E	E			x			0		X						0	

Key : X Activity completed or on-going 0 Activity planned for the next phase

Cross-Cutting Activities

Cross-cutting activities are activities that are:

- Essential for the cost-effective and timely implementation of the project, including training, communication and coordination at all levels,
- Aimed at strengthening the institutional and technical capacity of the Guinean partner agencies participating in the project,
- Related to finalizing the planning of activities that are to start after October 2001.

Cross-cutting activities have been defined both at the level of each prefecture and at the national level. The activities defined at the national level are listed in the table below.

Cross-Cutting Activities at the National Level

ACTIVITIES	Q2 2001			Q3 2001			Q4 2001			Q1 2002			Q2 2002			Q3 2002		
	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9
1. Training of staff from the ENRM Project and the NGO partners																		
2. Monitoring and evaluation of project activities																		
3. Reinforcement of the institutional capacity of the NGO partners																		
4. Reinforcement of the institutional capacity of the DNEF																		
5. Definition and implementation of a communication strategy (exterior)																		
6. Definition and implementation of a strategy for Gender and Development																		
7. Selection of additional prefectures that will be included in the ENRMP from October 2001																		
8. Approval of the management plans for the classified forests of Bakoun and Souti Yanfou, according to PEA criteria																		
9. Selection of other classified forests that will be included in the co-management program																		
10. Reorientation of the activities of the Business Development Centers (CDEs) in order to better focus their activities on project objectives																		
11. Continuation of the program of support for NGOs working in zones where environmental pressure from refugees is high (ex. HEPA program).																		

APPENDIX 2

Training activities: themes and participants

Table 1: ENRMA Partners Participating in Training at the “Istitut Panafricain pour le Developpement” in Ouagadougou and the “Institu Forhom-La Rochelle” in France

N°	Prénoms et Nom	Organismes	Thèmes	Objectifs	Période de réalisation	Durée de formation
1	Younoussa TOURE	PRIDE/Formation	Financement, gestion du développement locale et décentralisation (FGDL)	Renforcer les compétences des acteurs du développement local en les dotant de connaissances théoriques et pratiques en matières de financement et gestion du développement local dans un contexte de décentralisation.	Du 16/04 au 11/05/2001	4 semaines
2	Raphaël OUAMOUNO	Winrock International	Planification Participative et Gestion des Terroirs (PPGT)	Former les participants à l'utilisation des méthodes participatives d'interventions en milieu rural de l'aménagement concerté des terroirs, de planification participative et de gestion du développement local	Du 28/05 au 22/06/2001	4 semaines
3	Mamadou Koumbassa	DNEF				
4	Kémoko DIOUBATE	DNEF				
5	Morlaye KEITA	DNEF				
6	Abdourahmane SOW	UGVD/Lélouma				
7	Fodé SALIFOU SYLLA	ADEG/Mamou				
8	Seydou MAGASSOUBA	ACA	Formation des formateurs en vulgarisation rurale (FFVR)	Doter les services des centres de formation et de recherche, des groupements économiques, projets et ONG, de formateurs susceptibles d'assurer la formation pédagogique et le recyclage de leurs formateurs, animateurs et encadreurs.	Du 11/06 au 06/07/2001	4 semaines

Table 1: (con't)

N°	Prénoms et Nom	Organismes	Thèmes	Objectifs	Période de réalisation	Durée de formation
9	Abdoul Karim BANGOURA	VITA	Promotion et Gestion des Coopératives d'Épargne et de Crédit (PGCEC)	Amener les participants à maîtriser les principales étapes conduisant à l'émergence d'une institution de Micro-finance. Donner aux participants l'information financière et comptable nécessaire en vue de la gestion efficace d'une Institution de Micro-finance.	Du 11/06 au 06/07/2001	4 semaines
10	Rachel Honorine CAMARA	ACA	Promotion des Organisations Locales et Gestion des Activités Economiques des Femmes (POL/GAEF)	Renforcer les capacités opérationnelles des agents de développement en matière de promotion et de gestion des organisations locales et des activités économiques des femmes.	Du 18/06 au 20/07/2001	5 semaines
11	Alpha Alimou DIALLO	VITA				
12	Mamadou Aliou BAH	PRIDE/Formation				
13	Mamadou Saliou DIALLO	Winrock International				
14	Alkaly BALDE	PRIDE/Formation				
15	Aboubacar KOUROUMA	Land O' Lakes	Gestion en Réseau des Bases de données (GRBD)	Donner aux participants une parfaite maîtrise du logiciel WINISIS leur permettant : -de gérer des bases de données documentaires fonctionnant en réseau -d'élaborer des produits documentaires de qualité -d'assurer les échanges d'information et la maintenance des bases de données.	Du 09/07 au 27/07/2001	3 semaines

Table 1: (con't)

N°	Prénoms et Nom	Organismes	Thèmes	Objectifs	Période de réalisation	Durée de formation
16	Dantily DIAKITE	DNEF	Pilotage d'un projet de développement par un dispositif de suivi-évaluation	Concevoir, organiser et mettre en place un dispositif de suivi-évaluation	Du 10/09 au 12 octobre 2001	5 semaines
17	Sékou FOFANA	PEGRN				

NB : A l'issue de cette formation, chaque stagiaire a été invité par le responsable de la formation du PEGRN, à déposer un rapport détaillé sur le déroulement du stage accompagné d'un plan d'actions. Les différents rapports de fin de stage feront l'objet d'une présentation dont la date sera déterminée par le Coordinateur Technique du PEGRN.

Table 2 : Taining Sessions Conducted under Intermediate Result 1

N°	Thèmes de formation	Cibles	Participants		
			H	F	Total
1	Diagnostic villageois et technique	Agents des ONG partenaires (ADEG, UGVD, BALLAL-GUINEE)	6	1	7
2	Atelier de renforcement des compétences en planification		8	0	8
3	Atelier d'élaboration des plans d'action à Lélouma, Tougué et Kindia		6	0	6
4	Atelier de mise en commun	Paysans ressources	46	15	61
5	Diagnostic villageois		36	17	53
6	Planification participative		34	29	63
7	Démonstration techno-GRN : le compostage		194	243	437
8	Foyer amélioré		124	224	348
Total personnes formées Oct. 2000-Sept. 2001			454	529	983
POURCENTAGE (%)			46,19%	53,82%	100%

Table 3 : Training Sessions Conducted under Intermediate Result 2

N°	Thèmes de formation	Cibles	Participants		
			H	F	Total
1	Compost	Paysans des zones d'intervention	73	143	216
2	Paillis		78	77	155
3	Semence améliorée		376	557	933
4	Fumier organique		376	557	933
5	Statistique agricole	Agents Fica	19	2	21
6	Technique de gestion des ressources humaines (1ere phase)	Cadres ACA	25	10	35
7	Techniques d'utilisation des informations du marché	Agents ACA et formateurs groupements	179	39	218
8	Enquête agricole	Agent Fica Agent Fica Agents ACA	2	1	3
9	Technique d'élaboration du plan d'affaires des groupements	Agents vulgarisation agricole,	179	39	218
10	Gestion des coopératives et autres Associations	groupements, administrateurs des écoles privées,	22	31	53
11	Techniques de gestion des ressources humaines (2eme phase)	menusiers, commerçants bois	26	4	30
12	Comment gérer le service client d'une coopérative ?		22	31	53
Total personnes formées de oct. 2000-sept. 2001			1.377	1.491	2.868
Pourcentage (%)			48 %	52 %	100%

Pour la campagne hivernale, 967 paysans ont été formés, soit : 190 personnes sur le compostage, 27 en fertilité-défense et restauration, 703 en fertilité-semence améliorée, 8 en environnement productif-variété, 8 en défense et restauration-semence améliorée, 7 en fertilité-semence améliorée-environnement productif, 22 en fertilité-semence améliorée-défense et restauration et 2 en semence améliorée-environnement productif-défense et restauration.

Table 4 : Training Sessions Conducted by PRIDE/Formation in Collaboration with the « Programme de Développement des Entreprises (CDE) » Under Intermediate Result 3

N°	Thèmes de formation	Lieu de formation	Dates de formation	Nombre de participants		
				H	F	Total
1	Atelier sur la création d'entreprises	Labe-centre	Du 25/10 au 1/11/00	22	0	22
2	Atelier sur l'Esprit d'Entreprise (LN)	Tougue-centre	Du 06 au 12 /11/00	1	20	21
3	Atelier sur l'Esprit d'Entreprise	Tougue-centre	Du 12 au 29/00	14	1	15
4	Atelier Service aux clients	Kindia-centre	Du 23 au 24/11/00	21	4	25

Table 4 : (con't)

N°	Thèmes de formation	Lieu de formation	Dates de formation	Nombre de participants		
				H	F	Total
5	Atelier préparation des propositions et des appels d'offres	Kindia-centre	25/11/00	21	4	25
6	Atelier sur le management stratégique	Kindia-centre	Du 13 au 18/12/00	15	10	25
7	Atelier sur l'Esprit d'Entreprise (LN)	Lelouma (Dowbanga-Balaya)	Du 02 au 05/01/01	18	8	26
8	Atelier Service aux clients	Kindia-centre	Du 21 au 23/01/01	27	5	32
9	Atelier sur l'Esprit d'Entreprise (LN)	Lelouma (Balaya-centre)	Du 21 au 23/01/01	6	16	22
10	Atelier sur la Planification Stratégique	Kindia-centre	24/01/01	27	5	32
11	Simplified accounting workshop	Lelouma (Balaya-centre)	Du 24 au 25/01/01	6	16	22
12	Atelier sur l'Esprit d'Entreprise (LN)	Tougue (Kafah)	Du 28 au 31/01/01	20	13	33
13	Atelier sur l'Esprit d'Entreprise (LN)	Kindia (Linsan)	Du 29/01 a 02/01	6	15	21
14	Atelier sur l'Esprit d'Entreprise (LN)	Tougue (Woulenko)	Du 01 au 04/02/01	14	16	30
15	Atelier sur l'Esprit d'Entreprise (LN)	Kindis (Tafory)	Du 14 au 17/02/01	19	11	30
16	Atelier sur l'Introduction au marketing	Labe-centre	Du 15 au 16/02/01	22	8	30
17	Atelier sur Service aux clients	Labe-centre	Du 17 au 18/02/01	18	11	29
18	Atelier sur la Création d'Entreprise (LN)	Lelouma (Thianguel Bori)	Du 20 au 22/02/01	9	31	40
19	Atelier sur l'Introduction au marketing	Labe-centre	Du 21 au 26/02/01	9	7	16
20	Simplified accounting workshop (LN)	Lelouma (Thianguel Bori)	Du 23 au 24/02/01	9	31	40
21	Atelier sur l'Esprit d'Entreprise (LN)	Tougue-centre	Du 03 au 05/03/01	10	1	11
22	Entreprise creation workshop (LN)	Lelouma (Hore-Dioly)	Du 11 au 13/03/01	8	15	23

Table 4 : (con't)

N°	Thèmes de formation	Lieu de formation	Dates de formation	Nombre de participants		
				H	F	Total
23	Atelier sur la Comptabilité simplifiée (LN)	Lelouma (Hore-Dioly)	Du 14 au 15/03/01	8	15	23
24	Atelier sur la Comptabilité simplifiée (LN)	Kindia (Linsan)	Du 09 au 14/03/01	21	4	25
25	Atelier sur la Création d'Entreprise (LN)	Kindia (Linsan)	Du 11 au 13/04/01	19	22	41
26	Atelier sur Service aux clients (LN)	Kindia (Linsan)	14/04/01	15	21	36
27	Atelier sur l'Esprit d'Entreprise (LN)	Tougue (Sandake)	Du 28 au 30/05/01	17	16	33
28	Atelier sur l'Esprit d'Entreprise (LN)	Tougue (Nereboun et Missira)	Du 31/05 au 03/06/01	20	21	41
29	Atelier sur l'Esprit d'Entreprise (LN)	Tougue (Siguirra)	Du 03 au 05/06/01	12	19	31
30	Atelier sur l'Esprit d'Entreprise (LN)	Tougue (Koin I)	Du 06 au 08/06/01	17	19	36
31	Atelier sur l'Esprit d'Entreprise (LN)	Kindia (Sougueta-centre)	Du 05 au 08/07/01	11	11	22
32	Atelier sur l'Esprit d'Entreprise (LN)	Kindia (Kolente-centre)	Du 16 au 19/07/01	12	8	20
33	Atelier sur l'Esprit d'Entreprise	Kindia-centre	Du 26 au 30/07/01	15	5	20
34	Atelier sur l'Esprit d'Entreprise (LN)	Lelouma-centre	Du 20 au 25/07/01	6	11	17
35	Atelier sur l'Esprit d'Entreprise (LN)	Lelouma (Tyanguel Bori)	Du 20 au 24/07/01	14	10	24
36	Atelier sur l'Esprit d'Entreprise	Kindia-centre	Du 5 au 13/08/01	16	4	20
37	Atelier sur l'Esprit d'Entreprise	Lelouma-centre	Du 08 au 15/08/01	17	1	18
Sous-total du 1 octobre 2000 au 30 septembre 2001				542	435	977
Pourcentage (%)				55%	45%	100%

LN = Les ateliers organisés en langue locales (Pular ou Soussou)

Table 5 : Training sessions organized by the CDEs under the « Programme de Développement des Entreprises du PEGRN » Under Intermediate Result 3

N°	MODULES DE FORMATION	ZONES D'INTERVENTION	DATES	NOMBRE DE PARTICIPANTS		
				H	F	Total
1	Introduction à la teinture	Tougué	19-28 sept. 2000	1	58	59
2	Introduction à la saponification	Tougué	19-28 sept. 2000	2	12	14
3	Introduction à la teinture	Kindia (Linsan)	9-14 avril 2001	1	36	37
4	Introduction à la saponification	Kindia (Linsan)	9-14 avril 2001	5	26	31
5	Techniques améliorées d'apiculture	Lélouma and Labé	Continue	683	22	705
6	Production des foyers améliorés	Labé	Continue	1	0	1
7	Introduction à l'informatique et à l'Internet	Conakry et Labé	Continue	128	132	260
8	Techniques de recherche d'emploi	Conakry	24-29 sept. 2001	4	8	12
TOTAUX (au 30 septembre 2001)				825	294	1 119
Comparaison des premières deux années du projet (du 1 octobre 1999 au 30 septembre 2001):						
Nombre Total des participants pour la première année				11	84	95
Nombre Total des participants pour la deuxième année				814	210	1 024
NOMBRE TOTAL DES PARTICIPANTS				825	294	1 119
POURCENTAGE (%)				52%	48%	100%

Table 6 : Themes and Participants for Training Sessions Organized Under Intermediate Result 4

N°	Thèmes de formation	Cibles	Nombre de Participants		
			H	F	Total
1	Le mécanisme d'établissement des contrats fonciers	PAYSANS DES zones d'intervention	208	63	271
2	Alphabétisation des paysans en Pular avec caractères arabes harmonisés		108	4	112
3	Formation des paysans en Pular avec caractère latin		130	121	251
4	Formation des formateurs en Pular avec caractère latin		8	3	11
5	Formation des animateurs sur les techniques d'animation	Animateurs	3	0	3
6	Formation des animateurs sur le mécanisme de contrats fonciers		3	0	3
7	Atelier sur la cogestion des forets classées		48	0	48

Table 6: (con't)

N°	Thèmes de formation	Cibles	Nombre de Participants		
			H	F	Total
8	Voyage d'études	Agents DNEF, ONG, paysans	10	0	10
9	Formation des chasseurs sur la fiche de collecte des données sur la conservation des chimpanzés dans la forêt classée de Bakoun	Chasseurs	9	0	9
10	Atelier sur les techniques d'animation		1	2	3
11	Atelier sur les contrats fonciers	Agents du PEGRN (UGVD)	10	0	10
12	Atelier sur la mise en place des Groupements forestiers	Agents	11	0	11
13	Atelier sur les contrats fonciers		11	6	17
TOTAL			560	199	759
POURCENTAGE (%)			73,79%	26,22%	100%

Table 7 : Summary Table of Training Sessions for all Intermediate Results

Nombre de personnes formées par résultat intermédiaire	Oct. 2000 – Mars 2001		
	H	F	Total
Résultat Intermédiaire 1	454	529	983
Résultat Intermédiaire 2	1.377	1.491	2.868
Résultat Intermédiaire 3	542	435	977
Résultat Intermédiaire 4	560	199	759
Total personnes formées Oct. 2000-sept 2001	2.933	2654	5.587
Pourcentage (%)	52,50%	47,51%	100%

APPENDIX 3

List of Publications

Liste des Publications du Projet Elargi de Gestion des Ressources Naturelles

N°.	TITRE	Auteurs	Date of Publication
1	Diagnostic Préliminaire	Mohamed Ba	Février 1998
2	Atelier Inter-Villageois de Planification	Mohamed Ba	Avril 1998
3	Capitalisation des Résultats des Sessions de Diagnostic préliminaire	Mohamed Ba	Mars 1998
4	Capitalisation des Résultats des Sessions de diagnostic préliminaire dans onze villages hors Bassin BRP-Koundou	Equipe BRP Koundou	Avril 1998
5	Capitalisation des Résultats des Sessions de Diagnostic Préliminaire dans huit villages hors Bassins BRP Diaforé	UVGD	Mai 1998
6	Diagnostic des systèmes Agraires du Bassin Versant de Dissa et ses environs (Données Agro-socio-économiques de Base)	Richard Balla Yaradounou	Mai - Juin 1998
7	Les groupements Féminins du Fouta Djallon: un instrument de Promotion féminine	Murel Bretagne	Avril 1998
8	Identification des Paquets de Pratiques utilisées et des technologies appropriées disponibles	Alpha Mamoudou Diallo	Mars 1998
9	Diagnostic des systèmes Agraires du Bassin Versant et ses environs (données Agro-socio-économiques de base)	Boum Tieng Ly	Mai 1998
10	Analyse des Besoins de Formation des ONG	Jill Donahue	Juin 1998
11	Accroître la sécurité Foncière: Elaboration des contrats fonciers écrits (ententes)	Rapport final	Juin 1998
12	Rapport d'activités pour RI-1 et RI-2 (décembre 1997 au 30 juin 1998	Diallo Alpha M.	Juin 1998
13	Rapport d'activités pour la période Oct. 1997- Juin 1998		Juin 1998
14	Enquête et évaluation des Comités de Gestion, groupements et paysans animateurs du programme de gestion des bassins versants	E. Spencer Keturakis	Juillet 1998
15	Plan d'Activité Annuel du PEGRN 1998-1999	Coordination Régional des	Juillet 1998

N°.	TITRE	Auteurs	Date of Publication
16	Stratégies pour l'accroissement de la Participation locale dans diffusion des pratiques de Gestion des Ressources Naturelles	Carol Stoney	Juillet 1998
17	Elaboration d'esquisse des Terroirs Villageois	Ballal Guinée	Mai-Juin 1998
18	Education Environnemental des élèves du cycle primaire	MM. Saliou D, Lamine Barry Guinée écologie; INRAP	Novembre 1998
19	Réconciliation de la législation Foncière locale et nationale	Peter Bloch, LTC, University of Wisconsin	Novembre 1998
20	Esquisses de Plan de gestion de terroirs Villageois dans le BRP de Dissa	CENAFOD	Juillet 1998
21	Rapport de Formation sur les Comités Villageois de Gestion	Africair, Guinée	Novembre 1998
22	Atelier Inter-Villageois de formalisation des Plans de Gestion	Mohamed Ba	Août 1998
23	Capitalisation des Résultats des Sessions de Diagnostic Préliminaire dans 8 villages hors Bassin BRP Diaforé	Equipe du BRP	Avril 1998
24	Mission d'Identification de nouveaux Villages dans les trois BRP, Génération 99	CENAFOD	Juillet 1998
25	Diagnostic des Systèmes agraires du Bassin Versant de Diaforé (données agro-économiques de base)	Boum Tieng Ly	Novembre 1998
26	Formalisation en matière de vulgarisation agricole et de production de semences (Manuel de travail)	Alphonse Faye	Février 1999
27	Réconciliation de la législation Foncière locale et nationale	Yazou Gnoumou, LTC, University of Wisconsin	Janvier- Février 1999
28	Appui au Fonctionnement des comités de Gestion BRP Koundou	Ballal Guinée	Janvier 1999
29	Diagnostic des Spécificités de 10 villages hors BRP de Koundou génération 99	Ballal Guinée/Equipe du BRP	Janvier 1999

N0.	TITRE	Auteurs	Date of Publication
30	Appui au Fonctionnement des comités de Gestion des villages 98 hors BRP Diaforé	UVGD	Mars 1999
31	Diagnostic des spécificités des villages 99 bassin BRP Diaforé	UVGD	Mars 1999
32	Diagnostic des spécificités des villages 99 bassin BRP Dissa	CENAFOD	Mars 1999
33	Appui au Fonctionnement des comités de Gestion des villages 98 hors Bassin BRP Dissa	CENAFOD	Mars 1999
34	Appui aux exploitants de 4 villages 98 hors bassin pour la transplantation de l'oignon et à la mensuration des parcelles BRP/Diaforé	UVGD	Janvier 1999
35	Cogestion participative de la forêt en Guinée Progrès et Perspectives	Paula Williams	Mars 1999
36	Evaluation des périmètres maraichers dans la zone d'intervention du projet (villages hors bassin)	Equipe BRP /Ballal Guinée	Janvier 1999
37	Evaluation des plans de Gestion des Ressources Naturelles	Mohamed Ba	Décembre 1999
38	Répertoires des plans de Gestion des Ressources Naturelles	Mohamed Ba	Décembre 1999
39	Formation sur les techniques de fertilisation des sols en maraichage	Salifou Camara/ Rabiatou Camara	Mars 1998
40	Cérémonie de signature du 1er Contrat de cogestion d'une forêt classée en Guinée	Winrock International	Avril 1999
41	Cours de Formation sur la santé animale	Mamadou Lekkou Diallo	Mars- Avril 1999
42	Conception d'un programme de vulgarisation rizicole et de production des semences en milieu paysan	Alphonse Faye	Juillet 1999
43	Enhancing Rural Land tenure security: dissemination of the national land code and the land use contract mechanism	Julie E. Fischer	Juillet 1999
47	Le code Foncier domanial de la République de Guinée	Julie E. Fischer	Juillet 1999
48	Séminaires de Labé et Mamou sur le processus de la cogestion	PGRN	Septembre 1999
49	Les Comités de Gestion des Terroirs Villageois: Création, suivi et évaluation et renforcement	Bah Thierno	Août 1999
50	Appui aux paysans pour une production agricole durable	Diallo Alpha Mamoudou	Septembre 1999

NO.	TITRE	Auteurs	Date of Publication
51	Rapport final d'activités: octobre 97 - septembre 99	Diallo Alpha Mamoudou, AT; Bernard Delaine, Chef de projet; Bah Thierno Saddou, AT	September 1999
52	Implementing forest co-management in Guinea: proposals for the Niagara work program and replication in other forests	Paula Williams	September 1999
53	Growth and Sustainability Strategy Action Plan for FICA	Tom Slater	Mars 2000
54	Growth and Sustainability Strategy Action Plan for Africa	Tom Slater	Mars 2000
55	Stratégie de Communication pour établir un environnement politique favorable sur la Gestion des Ressources Naturelles	Julie E. Fischer	Mars 2000
56	Appui au Comité forêt et à l'assemblée villageoise pour la cogestion de la forêt classée de Nyalama	UVGD	Avril 2000
57	Guide d'Animation de l'Atelier de formation sur les mécanismes d'établissement des Contrats Fonciers	Mamadou Saliou Diallo et Julie E. Fischer	Février 2000
58	Rapport de Synthèse Atelier de formation sur les mécanismes d'établissement des Contrats Fonciers Balaya du 23 au 24 février 2000	Mamadou Saliou Diallo et Julie E. Fischer	Février 2000
59	Evaluation de l'Efficacité de la Gestion des RN dans es villages appuyés par le Projet de Gestion des Ressources Naturelles	Thierno Saadou Bah	Janvier 2000
60	Analyse de Filière (ananas, pommes de terre et huile de palme)	Jill Donahue	Mars 2000
61	Etudes sociologiques des Communautés Villageoises autour et dans les Forêts Classées de Souti Yanfou et de Bakoun	Bocar Sow, Morlaye Keita, Mamadou Malal Baldé	Avril 2000
62	Priorisation des Zones d'Intervention du Projet. Rapport de Synthèse	Winrock International	Mai 2000
63	Etude de base de la Forêt classée de Bakoun	CERE/Université de Conakry	Avril 2000
64	Etude de base de la Forêt classée de Souti Yanfou	CERE/Université de Conakry	Avril 2000
65	Guide méthodologique relative aux études de base des forêts classée de Suti Yanfou et de Bakoun	CERE/Université de Conakry	Avril 2000

N0.	TITRE	Auteurs	Date of Publication
66	Plan de Suivi-Evaluation du Projet de Gestion Elargi des Ressources Naturelles (version française—draft)	Dr. Malcolm K. Marks	May 2000
67	Monitoring and Evaluation plan for the Expanded Natural Resources Management Activity (English version—draft)	Dr. Malcolm K. Marks	May 2000
68	Final Report: Building Capacity for forest Co-Management in Guinea (English version)	Paula J. Williams	May 2000
69	Forest Inventory in the context of Co-Management of classified Forest: Issues, appraisal of work done, and evaluation of needs	Cecilia Polansky	May 2000
70	Monitoring and Evaluation of the Expanded Natural Resources Management Activity: Final Report (English version)	Dr. Malcolm K. Marks	July 2000
71	Le Suivi-Evaluation du Projet Elargi de Gestion des Ressources Naturelles : Rapport final (French version)	Dr. Malcolm K. Marks	July 2000
72	Mission of the facilitator for the Restructuring of FICA	Land O'Lakes International	Juin 2000
73	Guide to Low-Cost practical Forest Resources Inventory in the Context of participatory Management of Dry Tropical Forest of Africa.	Cecilia Polansky	Septembre 2000
74	Health and Environmental protection Activity (with Appendices A-K)	Eddie Keturakis	Octobre 2000
75	Rapport de formation (octobre 1999 - septembre 2000)	Sékou Fofana	Octobre 2000
76	Performance appraisal of the Co-management Program for the Classified Forest of Nyalama.	Dr. Julie E. Fischer and Rebecca Furth	Octobre 2000
77	La Révision de performance d'Amélioration du programme de Cogestion de la forêt classée de Nialama	Dr. Julie E. Fischer and Rebecca Furth	Octobre 2000
78	Analyse Economique et Financière des Plans d'Aménagement et de Gestion de la Forêt classée de Souti-Yanfou et de Bakoun	Dr. Amadou Chérif Bah	Octobre 2000
79	Plan d'Aménagement et Plan de Gestion de la Forêt Classée de Souti-Yanfou	Compaoré Albert Dilemma Salomon Sidibé Sédibinet Dr. Bah Amadou Chérif	Octobre 2000

N0.	TITRE	Auteurs	Date of Publication
80	Plan d'Aménagement et Plan de Gestion de la Forêt Classée de Bakoun	Compaoré Albert Dilemma Salomon Sidibé Sédibinet Dr Bah Amadou Chérif	Octobre 2000
81	Elaboration d'une série de cartes pour les Plans d'aménagement des Forêts de Souti-Yanfou (Préfecture de Kindia) et de Bakoun (Préfecture de Tougué)	Bureau de Cartographie Thématique et de Télé-détection(DNEF)	Octobre 2000
82	Annual Report of the Expanded Natural Resources management Activities	Winrock International	Octobre 2000
83	La gestion participative des ressources naturelles : Organisation, Négociation et Apprentissage par l'Action	Grazia Borrine- Feyerabend M. Taghi Farvar Jean Claude Nguingui Vincent awa Ndangang	Septembre 2000
84	Final Report (Health and Environmental Protection Activity)	Eddie Keturakis	Octobre 2000
85	Rapport de mission relative aux activités de co-gestion des Forêts classées	Cecilia Polanski	Février 2001
86	Organizational assessment and team building management assistance to the ENRMA	Filipe Tejada	Avril 2001
87	Second 18-Month Workplan (1avril 2001- 30septembre 2002)	Winrock International- Conakry	May 2001
88	Second 18-Month Workplan (1avril 2001- 30septembre 2002) / Volume 1	Winrock International- Conakry	Jun 2001
89	Second 18-Month Workplan (1avril 2001- 30septembre 2002) / Volume 2	Winrock International- Conakry	Jun 2001
90	Continuation Application	Winrock International- Conakry	Jun 2001
91	Chimpanzees of Guinea: A study for survival Chimpanzee conservation in the Bakoun classified forest	Janis Carter consultant	Août 2001

N0.	TITRE	Auteurs	Date of Publication
92	Rapport de consultation pour l'élaboration de la stratégie de communication du PEGRN	Jean Pierre Ouendeno	Août 2001
93	Resultats intermediaires du PEGRN Effectif fin Juillet 2001	Winrock International	Août 2001
94	Rapport de mission sur la sélection des districts dans la CRD de Parawol et dans la CRD de Kouratongo	Sékou Fofana	Septembre 2001
95	Guide Animateur du PEGRN	Winrock International	Octobre 2001

List of Reports and Publications Produced under the Auspices of IR-3

REPORTS & PUBLICATIONS	AUTHOR	DATE
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 and 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 - C³ 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 - C³ du PEGRN</i>	Adama Kodio Edited by Angeline Koundouno Camara & Richard Kimball	July-August 2000
<i>Manuel du Programme de Crédit du PEGRN</i>	Richard Kimball & Angeline Koundouno Camara	September 2000
Program Performance Report for 4 th Quarter 1999: ENRMA IR3	Richard Kimball	January 2000
Program Performance Report for 1 st Quarter 2000: ENRMA IR3	Richard Kimball	April 2000
Program Performance Report for 2 nd 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 Design for a Business Development Services Information, Education and Communication (IEC) for IR3	Tim Canedo	January 2001
Program Performance Report for 4 th Quarter of 2000: ENRMA IR3	Richard Kimball	January 2001
Program Performance Report for 1 st Quarter of 2001: ENRMA IR3	Richard Kimball	April 2001
The Program Performance Report for the first 18 months (October 1, 1999 to March 31, 2001): ENRMA IR3	Richard Kimball	April 2001
Program Performance Report for 2 nd Quarter of 2001: ENRMA IR3	Richard Kimball	August 2001
Annual Program Performance Report (October 1, 2000 to September 30, 2001): ENRMA IR3	Richard Kimball	October 2001
The CDE Reorientation Action Plan	Richard Slacum	October 2001

APPENDIX 4

List of ENRMA Personnel

The ENRMA is implemented by a partnership including Winrock International (lead contractor), Volunteers in Technical Assistance (VITA, sub-contractor to Winrock), Land O'Lakes (sub-contractor to Winrock), *Agence pour la Commercialization Agricole* (ACA, sub-contractor to Winrock), PRIDE/Formation (sub-contractor to VITA), the *Direction Nationale des Eaux et Forêts* (DNEF), and 3 Guinean NGOs based in the Fouta Djallon (Ballal Guinée, UGVD and ADEG) and 4 Guinean NGOs in the context of the HEPA program. The following tables identify the personnel of the above-named entities who were involved in implementation of ENRMA programs during Fiscal Year 2001.

ENRMA - WINROCK PERSONNEL – 30 September 2001

N°	Name	Position	Location
1	Martin Bush *	Team Leader	Conakry
2	Julie E Fischer	Land Tenue Adviser	Labé
3	Alphonse Faye	Agricultural production adviser	Labé
4	Papa Meissa Diop	NRM Adviser	Labé
5	Sékou Fofana	Technical Coordinator	Labé
6	Mamadou Oury Pilimini Diallo	Administrator	Conakry
7	Mamadou Saliou Diallo	IR4 Supervisor	Labé
8	Raphael Ouamouno	IR1 and IR2 Supervisor	Labé
9	Aissatou Diallo	Perfectoral Coordinator Tougue	Tougué
10	Zainab Diané	Perfectoral Coordinator Kindia	Kindia
11	Fatoumata Lamarana Barry	Perfectoral Coordinator Lelouma	Lelouma
12	Alpha Oumar Diallo	Chief Accountant	Labé
13	Mamadou Laho Diallo	Assistant Administrator	Labé
14	Mamadou Saliou Diallo	Assistant Administrator and Accountant	Conakry
15	Lamou Bah	Accountant	Labé
16	Nainy Kaba	Computer Assistant	Labé
17	Morlaye Damba	Translator/Documentalist	Labé
18	Elhadj Amadou Bah	Assistant Accountant	Labé
19	Elhadji Ousmane Tounkara	Field Agent	Labé
20	Mamadou Nafiou Diallo	Driver	Labé
21	Abdoul Gadiri Sidibé	Driver	Labé
22	Mamadou Saïdou Barry	Driver	Labé
23	Amadou Baldé	Driver	Labé
24	Thierno Abdourahamane Diallo	Driver	Conakry
25	Mamadou Bobo Seydi Barry	Office Assistant	Labé
26	Mohamed Lamine Barry	Office Assistant	Conakry
27	Mohamed Mansaré	Janitor	Conakry
28	Fatoumata Bintou Diallo	Secretary	Labé
29	Fatou Aribot	Secretary	Conakry
30	Momo Youla	Driver	Labé
31	Daouda Diallo	Driver	Labé
32	Saa Fidel Tolno	Driver	Labé
33	N'Facery Camara	Driver	Labé
34	Mamadou Dian Diallo	Night Guard	Labé
35	Mamadou Kalan Diallo	Day Guard	Labé
36	Abdoul Ghadiri Diallo	Replacement Guard	Labé
37	Mamadou Alimou Camara	Night Guard	Labé
38	Boubacar Siddy Diallo	Replacement Guard	Labé
39	Alseny Diallo	Replacement Guard	Labé
40	Ousmane Souare	Day Guard	Labé
41	Abdoulaye Maladho Bah	Day Guard	Labé
42	Michel Kékoura Ouamouno	Night Guard	Labé
43	Mamadou Saïdou Diallo	Night Guard	Labé
44	Mamadou Oury Baldé	Replacement Guard	Labé
45	Mamadou Bhoïe Baldé	Replacement Guard	Labé
46	Abdoulaye Soumah	Replacement Guard	Conakry
47	Mamadouba Camara	Day Guard	Conakry
48	Siriman Keita	Night Guard	Conakry
49	Moussa Sylla	Night Guard	Conakry
50	Mamadou Samba Doumbouya	Replacement Guard	Labé

*Martin Bush left the project at the end of fiscal year 2001. Kent Elbow assumed duties as his replacement on October 1, 2001.

LISTE DU PERSONNEL DE VITA

Matricule	Nom	Prenom	Fonction	Service
1	Kimball	Richard	Directeur	Direction
2	Bocoum	Ibrahima	Administrateur	Administration
3	Balde	Ibrahima Kona	Coordonnateur	Activités Financières Rurales
4	Dia	Goureissy	Directeur	CDE Conakry
5	Diallo	Alpha Alimou	Directeur	CDE Labe
6	Balde	Mamadou Billo	Chauffeur	Assistance technique
7	Barry	Laouratou	Secrétaire	Administration
8	Diallo	Idrissa	Chauffeur	Activités Financières Rurales
9	Malano	Saa Robert	Coordonnateur	Activités Financières Rurales
10	Diallo	Mamadou Saidou	Coordonnateur	Activités Financières Rurales
11	Moundekeno	Amara	Agent de Terrain	Activités Financières Rurales
12	Dobo	Beavogui	Agent de Terrain	Activités Financières Rurales
13	Bangoura	Abdoul Karim	Directeur	Activités Financières Rurales
14	Sow	Boubacar	Coordonnateur	Activités Financières Rurales
15	Diallo	Thierno Mamadou Saliou	Gardien	Administration
16	Diallo	Alpha Oumar	Gardien	Assistance technique
17	Bah	Mamadou Dian	Gardien	Assistance technique
18	Ly	Thierno Mamadou Bobo	Gardien	Assistance technique
19	Fernandez	Aicha	Secrétaire	Administration
21	Balde	Kadiatou Khairy	Secrétaire	CDE Labé
22	Savane	Mohamed	Assistant Informaticien	CDE Labé
23	Camara	Augustin	Assistant Informaticien	CDE Conakry
24	Barry	Boubacar	Assistant Informaticien	CDE Labé
25	Bokoum	Moustapah	Agent de Terrain	Activités Financières Rurales
26	Barry	Souleymane	Agent de Terrain	Activités Financières Rurales
27	Balde	Abdoulaye Billo	Agent de Terrain	Activités Financières Rurales
28	Balde	Sarata	Animatrice	Activités Financières Rurales
29	Keita	Habibatou	Animatrice	Activités Financières Rurales
30	Diallo	Maimouna	Animatrice	Activités Financières Rurales

LISTE DU PERSONNEL DE LAND O' LAKES GUINEE

N°	Prénoms et Noms	Fonction	Office
1	Rodrigo Brenes	Director	Labé
2	Aly Diallo	Administrator	Conakry
3	Aboubacar Kourouma	Coordinator	Labé
4	Jacob Delamou	Marketing and Information	Labé
5	Aissatou Lamarana Barry	Accountant	Conakry
6	Patrice Tonguino	Lelouma	Lelouma
7	Sanousi Kaba	Driver	Labé
8	Camara	Janitor	Conakry
9		Guard	Labé

LISTE DU PERSONNEL DE LA DNEF

N°	Prénoms et Noms	Fonction
1	Mathias Rodolphe HABA	National Coordinator
2	Dantily DIAKITE	National Coordinator Assistant
3	Abdoullaye Kouye BAH	Regional Coordinator
4	Bernard ONIVOGUI	Regional Coordinator
5	Mamadou Aliou DIALLO	Cartograph
6	Mamadou Saliou BALDE	Communication Agent
7	Mariatou DIALLO	Secretary
7	Fatoumata DIALLO	Secretary
8	Mohamed Cire CAMARA	Comptable
9	Ibrahima SOW	Driver
10	Mamadou CONDE	Driver
11	Lancine CAMARA	Driver
12	Albert DELAMOU	Driver
13	Mamadouba CAMARA	Chef Cantonnement-Kolenté
14	Yondo OULARE	Chef Cantonnement Adj-Souguéta
15	Thierno Moussa DIALLO	Chef cantonnement Adj-Kourotongo
16	Saikou BALDE	Chef cantonnement Adj.-Linsan Saran
17	Kémoko DIOUBATE	Chef cantonnement-Linsan Saran
18	Mamadou COUMBASSA	Chef cantonnement-Kourotongo
19	Morlaye KEITA	Chef cantonnement-Sougueta

LISTE DU PERSONNEL DE L'ACA

No	Prenoms et Noms	Fonction
1	Mamy Keita	Executive Director
2	Dessou Kaba	Administrative Assistant
3	Nabe Lima Yvonne Dacoata	Administrative Director
4	Rachele Honorine Camara	Marketing Director
5	Fode Baro	Accountant
6	Laye Traore	Field Agent Coordinator
7	Paul Lama	Responsible for documentation
8	Seidou Magassouba	Coordinator FTF
9	Kadiatou Abdoul	Marketing Agent
10	Mamady Konate	Marketing Agent
11	Mohamed Cherif	Marketing Agent
12	Diawo Laria Diallo	Marketing Agent
13	Kadiatou Kante	Secretary Assistant
14	Fatoumata Traore	Secretary Assistant
15	Fatoumata Camara	Secretary Assistant
16	Fatoumata Diane	Secretary Assistant
17	Cheik Djiba Kouyate	Receptionist
18	Aboubacar Lateef	Office Assistant
19	Mamadou Hadj Diallo	Driver
20	Aboubacar Conde	Driver
21	Alpha Oumar Diallo	Guardian

**Liste du personnel de PRIDE/Formation Guinée
travaillant au compte du PEGRN par zone**

No	Prenoms et Noms	Fonction	Office
1	Alpha Mamadou Balde	Team Leader	Conakry
2	Salif Keita	Training Responsible	Conakry
3	Mamadou Soto Balde	Administrator	Conakry
4	Alpha Oumar Bah	Financer	Conakry
5	Mamadou Alkaly Balde	Adviser support	Conakry
6	Ibrhima Sory Diallo	Logistician	Conakry
7	Fatoumata Binta Diallo	Secretary	Conakry
8	Fatimat Zarra Diallo	Secretary	Conakry
9	Mamadou Mouctar Diallo	Driver	Conakry
10	Saikou Tidiane Diallo	Driver	Conakry
11	Assiatou Diallo	Secretary	Conakry
12	Mamdou Bobo Diallo	Janitor	Conakry
13	Boubacar Balde	Gardian	Conakry
14	Ousmane Diallo	Gardian	Conakry
15	Mohamadou Diallo	Coordinator	Middle &L.Guinea
16	Alouadine Bah	Monitor Agent	Labe
17	Halimatou Diallo	Secretary-Animator	Labe
18	Mamadou Alpha Diallo	Driver	Labe
19	Mamadou Yaya Diallo	Guardian	Labe
20	Mamadou Bente Camara	Animator	Kindia
21	Moussa Diogo Barry	Animator	Kindia
22	Hamidou Sylla	Monitor Agent	Kindia
23	Boubacar N'Dire Balde	Animator	Lelouma
24	Thieno Amadou Bah	Animator	Lelouma
25	Amadou Tidiane Diallo	Monitor Agent	Lelouma
26	Mamdou Madiou Balde	Guardian	Lelouma
27	Aliou Bah	Animator	Tougue
28	Mamdou Diariou Barry	Forestry Agent	Tougue
29	Mamadou Mouctar Diallo	Monitor Agent	Tougue
30	Fallaye Diallo	Guardian	Tougue
31	Amadou Barry	Animator	Dabola
33	Felix Guemou	Animator	Dabola
34	Mamadou Barry	Janitor	Dabola

LISTE DU PERSONNEL D'ADEG

N°	Prénoms et Noms	Fonction
1	Daouda Condé	Animator
2	Mamadou Abdoul Diallo	Animator
3	Idrissa Sow	Animator
4	Amadou Oury Keita	Animator
5	Hawa Keita	Animator
6	Sira Bayo	Animator
7	Fodé Salifou Sylla	Animator
8	Hassatou Satina Diallo	Animator
9	Demba Cissé	Animator
10	Alpha Bacar Barry	Animator
11	Alpha Oumar Sangaré	Animator
12	Aboubacar Keita	Coordinator
13	Néné Ramatou Diallo	Accountant

LISTE DU PERSONNEL DE BALLAL

N°	Prénoms et Noms	Fonction
1	Maoul Aïny Chérif Bah	Animator
2	Alphadio Diallo	Animator
3	Souleymane Barry	Animator
4	Ibrahima Sow	Animator
5	Mamadou Saidou Barry	Animator
6	Mamadou Oury Diallo	Animator
7	Koumba Diop	Animator
8	Mamadou Aliou Bady Baldé	Animator
9	Amadou Souré	Animator
10	Mouley Ismaël Diallo	Animator
11	Alpha Oumar Sangaré	Animator
12	Boubacar Diakité	Accountant

LISTE DU PERSONNEL DE L'UGVD

N°	Prénoms et Noms	Fonction
1	Mamadou Saidou Dieng	Animator
2	Ibrahima Sory Barry	Animator
3	Yaya Pammel Dramé	Animator
4	Algassimou Diallo	Animator
5	Djibiril Sangaré	Animator
6	Momolou Guilavogui	Animator
7	Abdourahmane Sow	Animator
8	Tallatou Souaré	Animator
9	Amadou Mouctar Diallo	Animator
10	Mamadou Mouctar Dramé	Animator
11	Fodé Amara Camara	Accountant
12	Mamadou Alpha Baldé	Driver
13	Safiatou Bah	Secretary

PROGRAMME HEPA – 4 Organisations Non-Gouvernementales:

1. APARFE twelve employees
2. WACODES thirteen employees
3. IBGRN six employees
4. EDAC seven employees

APPENDIX 5

Disaggregation of FY 2001 Results by Gender

At the present time the ENRMA has no systematic project-wide strategy to promote and increase the participation of women in sponsored activities, although it is explicitly committed to doing so. The project plans to develop and implement a formal strategy in this sense during the first half of fiscal year 2002. Nevertheless, the project currently tracks gender-related data regarding its results. The following table presents the results achieved by the ENRMA during fiscal year 2001 based on evaluations of 29 indicators, with a right-hand column that contains observations regarding the disaggregation of the reported result by gender.

INDICATEURS DE PERFORMANCE DU PEGRN :

ANNEE FISCALE 2001

ACTIVITES GEREES A PARTIR DE LABE DANS LES PREFECTURES DE

KINDIA, LELOUMA ET TOUGUE

Y COMPRIS DES INFORMATIONS PAR RAPPORT AU GENRE

PROGRES REALISES VERS L'ATTEINTE DES OBJECTIFS LIES AUX INDICATEURS DE PERFORMANCE DU PEGRN PENDANT L'AF 2001				
NO.	INDICATEUR	L'ANNEE FISCALE 2001		
		PREVISION	REALISATION	<i>DONNEES OU OBSERVATIONS PAR RAPPORT AU GENRE</i>
1	Superficie des forêts naturelles et des plantations d'espèces forestières gérées dans la zone d'intervention selon un plan de gestion et d'aménagement durable (ha)	0	0	N/A

PROGRES REALISES VERS L'ATTEINTE DES OBJECTIFS LIES AUX INDICATEURS DE PERFORMANCE DU PEGRN PENDANT L'AF 2001				
NO.	INDICATEUR	L'ANNEE FISCALE 2001		
		PREVISION	REALISATION	<i>DONNEES OU OBSERVATIONS PAR RAPPORT AU GENRE</i>
2	Superficie de terrain cultivé par des pratiques agricoles durables dans les zones d'activités (ha)	4,500	1,162	Il s'agit ici de la superficie qui correspond au nombre de producteurs cité dans les indicateurs 8 et 10, qui montre une participation féminine qui dépasse celle des hommes
3	Le nombre de plans de gestion des ressources naturelles mis en œuvre par les communautés avec succès	15	15	N/A
4	Nombre de plans de gestion des ressources naturelles préparés, jugés acceptables avec l'assistance des agents d'ONG et du GDG	10	32	265 paysans-ressources dont 114 femmes soit 43% ont participé aux sessions de formation et au diagnostic participatif sur l'élaboration des plans
5	Nombre d'organisations villageoises et/ou inter-villageoises de gestion des ressources naturelles qui sont fonctionnelles	20	28	Sur les trois préfectures, 316 personnes dont 108 femmes sont membres des 28 CGRN mis en place
6	Nombre d'agents du GDG et ONG qui ont suivi des programmes prédéfinis d'augmentation de capacité	30	31	Seule une femme a bénéficié du programme prédéfini de formation soit 3% de l'effectif annuel
7	Nombre de démonstrations prédéfinies et programmes d'augmentation de capacité entrepris avec les communautés rurales	325	167	2,075 producteurs dont 1,317 femmes soit 64% ont été formés dans diverses pratiques de GRN
8	Nombre de producteurs qui s'investissent dans les pratiques de production durables qui améliorent la productivité	3,000	3,649	H = 1,209 ; F = 2,440

PROGRES REALISES VERS L'ATTEINTE DES OBJECTIFS LIES AUX INDICATEURS DE PERFORMANCE DU PEGRN PENDANT L'AF 2001				
NO.	INDICATEUR	L'ANNEE FISCALE 2001		
		PREVISION	REALISATION	<i>DONNEES OU OBSERVATIONS PAR RAPPORT AU GENRE</i>
9	Le nombre de producteurs dans les ZA capables de décrire au moins deux pratiques de production durables, améliorant la productivité	3,000	2,075	H = 758 ; F = 1,317
10	Nombre de producteurs dans la ZA qui mettent en œuvre un plan simple de production agricole	3,000	3,649	H = 1,209 ; F = 2,440
11	Nombre de producteurs qui utilisent l'information sur les marchés pour la commercialisation de leurs produits	3,500	33,348	Données non-disponibles à présent par rapport à la participation par genre
12	La valeur des produits commercialisés par les producteurs (millions FG)	309	509.6	Données non-disponibles à présent par rapport à la participation par genre
13	Nombre d'associations de producteurs dans les ZA qui effectuent des activités de commercialisation	2	57	Données non-disponibles à présent par rapport à la participation par genre
14	Nombre d'entreprises qui sont nouvellement créées dans la zone d'intervention	280	348	H = 159 ; F = 189
15	Nombre d'entreprises qui sont en extension dans les zones d'activité	962	968	H = 520 ; F = 448
16	Nombre d'entreprises qui adoptent de nouvelles pratiques de gestion	312	806	H = 442 ; F = 364
17	Nombre d'entreprises qui ont existé au moins 1 an après avoir adopté une nouvelle technique de gestion	95	124	H = 67 ; F = 57
18	Nombre d'entreprises qui adoptent de nouvelles technologies	140	244	H = 142 ; F = 132
19	Nombre de crédits accordés dans les zones d'intervention	562	3,247	H = 1,374 ; F = 1,873
20	Montant de crédits accordés dans les zones d'intervention (mille FG)	27,365	171,003.9	H = 102,112 ; F = 68,951

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NO.	INDICATEUR	L'ANNEE FISCALE 2001		
		PREVISION	REALISATION	<i>DONNEES OU OBSERVATIONS PAR RAPPORT AU GENRE</i>
21	Nombre d'épargnants mobilisés dans les ZA (FG)	1,239	2,367	H = 1,366 ; F = 921 GIE = 80 (dans le cas des GIE l'épargne est faite au nom de l'institution est pas au nom des individus)
22	Montant d'épargne mobilisée dans les ZA (mille FG)	11,250	215,805	H = 127,325 ; F = 82,006 GIE = 6,474 (dans le cas des GIE l'épargne est faite au nom de l'institution est pas au nom des individus)
23	Nombre de visiteurs chaque mois aux CDE (<i>moyen mensuel pendant les 12 mois</i>)	150	160	La répartition hommes/femmes des visiteurs n'est pas connue
24	Le taux de viabilité opérationnel des CDE (Revenu/charges)	15%	18.4%	N/A
25	Nombre de C3s créées dans les zones d'intervention	18	24	N/A
26	Nombre de forêts co-gérées par les communautés et les autres partenaires institutionnels	0	0	N/A
27	Nombre de forêts communautaires gérées par les groupements formellement reconnus	3	-	N/A

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PROGRES REALISES VERS L'ATTEINTE DES OBJECTIFS LIES AUX INDICATEURS DE PERFORMANCE DU PEGRN PENDANT L'AF 2001				
NO.	INDICATEUR	L'ANNEE FISCALE 2001		
		PREVISION	REALISATION	<i>DONNEES OU OBSERVATIONS PAR RAPPORT AU GENRE</i>
28	Nombre d'ententes foncières établies entre les propriétaires et les utilisateurs de terres	30	53	<ol style="list-style-type: none"> 1. Tougué : 29 ententes (avec les individus dont 5 femmes) 2. Lélouma : 6 ententes (concernant 6 groupements mixtes hommes/femmes dont la composition exacte n'est pas connue) 3. Kindia : 18 ententes (avec les individus dont 1 femme)
29	Nombre d'activités de vulgarisation des lois, textes et, règlements régissant la gestion des ressources naturelles	20	32	Toutes ces activités ont ciblé les femmes et les hommes. Les activités de vulgarisation qui consistent en l'élaboration et diffusion des supports écrits ou orales (tels que les documents, les cassettes et les émissions radiophoniques) ne sont pas réparties par genre. Concernant les activités réalisées sous forme d'ateliers, les données sont disponibles pour 15 sur les 21 ateliers qui ont eu lieu pendant l'année. La participation globale à ces 15 ateliers est de 570 personnes dont 138 femmes.
30	Taux de couverture de charge pour l'ACA et ses antennes (revenus/frais) en pourcentage	6.75%	N/A	N/A