

PD-ABU-931  
113592

# PROJET ELARGI DE GESTION DES RESSOURCES NATURELLES

EXPANDED NATURAL RESOURCE MANAGEMENT ACTIVITY

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

République de Guinée



## QUARTERLY PERFORMANCE REPORT

of the

EXPANDED NATURAL RESOURCE MANAGEMENT ACTIVITY

for the period of

October 1 – December 31, 2001

**WINROCK INTERNATIONAL  
INSTITUTE FOR AGRICULTURAL DEVELOPMENT**

Submitted to USAID  
Under  
Award Number

675-A-00-99-00222-00

A

## TABLE OF CONTENTS

A.	Overview	
	<i>Strategic Objective: Increased use of sustainable natural resources management practices</i>	1
B.	Intermediate Result 1:	
	<i>Natural resource management planning skills acquired and applied by community-based organizations</i>	11
C.	Intermediate Result 2:	
	<i>Productivity of farms in activity zones increased</i>	17
	- Agriculture Production Component	17
	- Agriculture Commercialization Component	22
D.	Intermediate Result 3:	
	<i>Micro- and small-enterprise activities increased</i>	28
E.	Intermediate Result 4:	
	<i>Favorable policy environment established</i>	52
	- Enabling Policy Environment Component	52
	- Natural Forest Co-Management Component	66

## A. Overview

This Quarterly Report covers the period October – December 2001, which is the first quarter of Year Three (October 1, 2001 – September 30, 2002) of the Expanded Natural Resource Management Activity. This brief overview describes the strategic framework within which the project operates, and summarizes activities, accomplishments and plans as of January 2002.

USAID Award No 675-A-00-99-00222-00, which relates to the implementation of the Guinea Expanded Natural Resource Management Activity or ENRMA,<sup>1</sup> was granted to Winrock International Institute for Agricultural Development. Implementation of the ENRMA effectively commenced on October 1, 1999 and is scheduled to continue until October 1, 2004.

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*. A graphical representation of the strategic objective is included here as Figure 1.

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*

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 la Commercialisation Agricole (ACA), based in Conakry, Guinea.

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

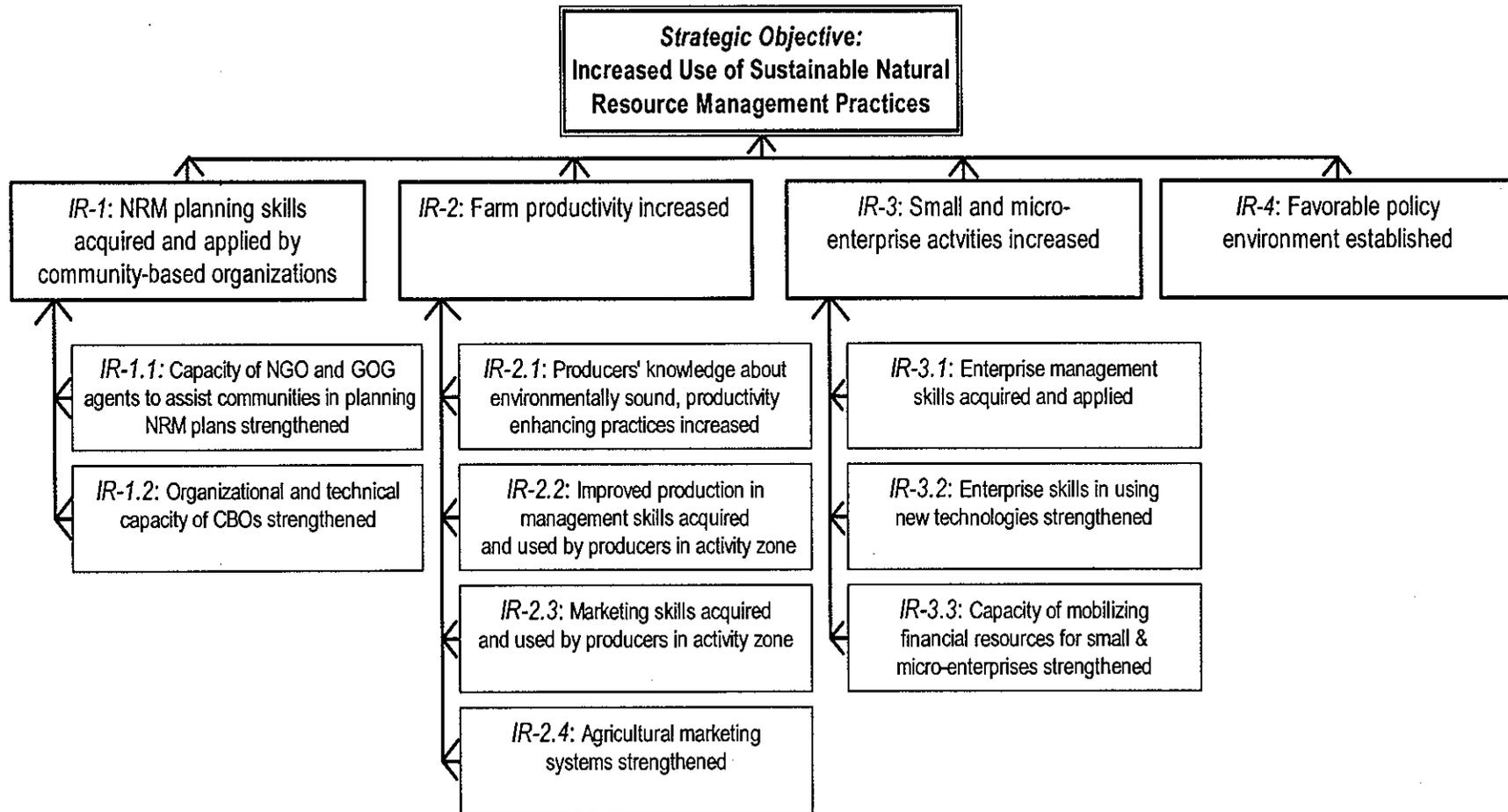
In general terms, Winrock takes the lead on IR1 and IR4; VITA manages IR3 with assistance from Pride/Formation; and Winrock, Land O'Lakes, and ACA share responsibility for IR2—with Winrock managing the production side and LOL and ACA coordinating marketing and commercialisation activities.

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.

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

FIGURE 1

Natural Resource Management Strategic Objective - Results Framework



The number of collaborating DNEF forestry engineers is currently being increased with the addition of two classified forests in the prefecture of Dabola within the project's natural forestry co-management program.

The ENRMA is organized into four major technical components corresponding roughly to the four intermediate results identified above:

- ξ Natural Resource Management Component
- ξ Agricultural Production and Agricultural Commercialization Component
- ξ Development of Small Enterprises Component
- ξ Favorable Policy Environment and Natural Forest Co-Management Component

The second, third and fourth of these are composed of distinct sub-components each with separate management and coordination entities and technical teams.

Some representative responsibilities and activities conducted by the components that are designed to achieve the sub-intermediate results identified in Figure 1 include:

- ξ Component 1 – facilitation of NRM plan development and implementation at the village level; support to establishment and functioning of NRM Committees.
- ξ Component 2 – training and demonstrations in improved agricultural production techniques, technical support to marketing of agricultural products and facilitation of the autonomization process of the *Agence pour la Commercialisation Agricole* – ACA, administration and coordination of the volunteer Farmer-to-Farmer program.
- ξ Component 3 – training in micro and small enterprises, creation of Enterprise Development Centers (CDEs), creation of a network of Village Savings and Credit Associations (C<sup>3</sup>s). development of a pilot credit program.
- ξ Component 4 – facilitation of collaborative management of classified forests, creation of community forests, implementation of an information, education and communication program related to the forestry and land tenure policies and establishment of land tenure agreements.

Beginning in FY 2002, ENRMA activities are being conducted in the prefecture of Dabola in addition to the three prefectures of Kindia, Lélouma and Tougué which are in their third year of collaboration with the project (please refer to attached maps). With the addition of Dabola (3 CRDs) and of a CRD in Lélouma (Parawol), the number of CRDs within the project activity zone is increasing from 8 to 12 in FY 2002. The project is also adding two classified forests of Dabola to the three classified forests of Kindia, Lélouma and Tougué currently active in the project's co-management program (see figure 3). The project established a base of operations and conducted activities in 3 prefectures of the Forest Region at its outset in fiscal year 2000, but had to leave because of the lack of security resulting from rebel incursions. A number of ENRMA-sponsored activities were conducted in the Forest Region through FY 2001 by partner NGOs participating in the HEPA program. The project is currently exploring options to continue activities in the forest region through the HEPA program during the current fiscal year.

In addition to being the first report of the current fiscal year, this report covers a period of significant changes to the ENRMA long-term technical assistance team. The quarter saw the arrival of a new Team Leader for Winrock (October 1), a new representative for Land 'O Lakes (November 19) and an expert in forestry and agro-forestry to head the Natural Forest Co-Management program (November 25). By the end of this reporting period the new arrivals had settled in and joined the existing team in renewing the project's resolve and commitment to achieving the objectives identified above and the specific targets for FY 2002 as presented in the following table.

A major activity accomplished during the quarter was development by each of the project's technical components of a detailed action plan for the current fiscal year. The current fiscal year action plans adopt the objectives identified in the project's current 18-month work plan (April 2001 – September 2002) but provide much greater detailed planning regarding the nature and implementation of the activities that are intended to accomplish the objectives. Such planning exercises are a normal feature of the beginning of a new fiscal year, but this year served the additional purpose of fostering a process of "appropriation" of new arrivals to the technical team regarding the programs and objectives for which they are now responsible. The action plan development methodology employed was also designed to be a collaborative and interactive effort among the project technical components and to strengthen coordination and synergy of ENRMA activities.

One notes also that part of the current restructuring underway in the ENRMA targets improvements to the project's information management system that supports monitoring and evaluation based on the thirty performance indicators identified in Table 1. This initiative was begun during the current reporting period and is continuing into the second quarter (January-March) of FY 2002. The second quarter report for FY 2002 will therefore include a special chapter on the project's reformed system of information management, monitoring and evaluation.

Following this overview the present report is organized into four major chapters corresponding to each of the intermediate results identified for strategic objective 1 of USAID/Guinea.

**TABLE 1:  
TARGETS FOR FISCAL YEAR 2002  
Based on the 30 Performance Indicators of the ENRMA**

NO	INDICATOR	REALIZED TO 30 SEPT 2000	FY 2001		RESPONSIBLE PROJECT COMPONENT OR PARTNER	TARGETS	
			Target	Result		FY 2002	LOP* total to be realized by 30 Sept 2002
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)	49,000	0	0	Co-Management Component/DNEF*	39,000	88,000
2	Area of land under cultivation using sustainable agricultural techniques (ha)	1,635	4,500	1,162	Agricultural Production Component	6,500	9,297
3	The number of NRM plans successfully implemented by communities	N/A	15	15	NRM* Component	36	51
4	The number of NRM plans prepared, and judged acceptable, with the assistance of NGO or GOG agents	N/A	10	32	NRM Component	39	71
5	The number of village NRM organisations which are functional	N/A	20	28	NRM Component	37	65
6	The number of NGO agents participating in organised training	N/A	30	31	NRM Component	30	61
7	The number of organised demonstrations and programs aimed at increasing capacity	N/A	325	167	NRM Component / Agricultural Production Component	405	572

NO	INDICATOR	REALIZED TO 30 SEPT 2000	FY 2001		RESPONSIBLE PROJECT COMPONENT OR PARTNER	TARGETS	
			Target	Result		FY 2002	LOP* total to be realized by 30 Sept 2002
8	The number of producers who invest in sustainable production techniques which increase productivity	2,278	3,000	3,657	Agricultural Production Component	4,000	9,935
9	The number of producers capable of describing at least two sustainable agricultural practices that improve productivity	2,278	3,000	2,075	Agricultural Production Component	4,000	8,353
10	Number of producers who implement a simple production plan	2,278	3,000	3,657	Agricultural Production Component	4,000	9,935
11	Number of producers who use market information to commercialise their produce	N/A	3,500	33,350**	LOL*/ACA*	4,000	37,350
12	The value of produce commercialised by producers (millions FG)	N/A	309	510***	LOL/ACA	340	850
13	Number of producer associations which carry out commercialisation activities	N/A	2	57	LOL/ACA	2	59
14	The number of enterprises newly established in the activity zones	173	280	348	VITA*/PRIDE Formation	350	871
15	The number of enterprises which are expanding in project zones	354	962	968	VITA/PRIDE Formation	1,020	2,342
16	The number of enterprises which adopt new management practices	550	312	806	VITA/PRIDE Formation	325	1,681

NO	INDICATOR	REALIZED TO 30 SEPT 2000	FY 2001		RESPONSIBLE PROJECT COMPONENT OR PARTNER	TARGETS	
			Target	Result		FY 2002	LOP* total to be realized by 30 Sept 2002
17	The number of enterprises which exist at least one year after having adopted a new management technique	0	95	124	VITA/PRIDE Formation	156	280
18	The number of enterprises which adopt new technologies	30	140	244	VITA	210	484
19	The number of loans granted in the project zones	27	562	3,247	VITA	1,095	4,369
20	The amount of the loans granted in the project zones (million FG)	7,600	27,365	171,063	VITA	56,200	234,863
21	The number of savers mobilized in the project zones	289	1,239	2,367	VITA	2,214	4,870
22	The amount of money saved by the savers in the project zones (million FG)	2,501	11,250	215,805	VITA	22,500	240,806
23	The number of visitors each month visiting the CDEs	84	150	160	VITA	250	250
24	The rate of operational viability of the CDEs (revenue/outgoings)	13%	15%	18.4%	VITA	30%	30%
25	The number of community savings unions (C3s) created in the project zones	4	18	24	VITA	18	46
26	The number of forests co-managed by the communities and other institutional partners	3	0	0	Co-Management Component/Favorable Policy Environment Component/DNEF	2	5

NO	INDICATOR	REALIZED TO 30 SEPT 2000	FY 2001		RESPONSIBLE PROJECT COMPONENT OR PARTNER	TARGETS	
			Target	Result		FY 2002	LOP* total to be realized by 30 Sept 2002
27	The number of community forests managed by 'groupements' which are formally recognized	4	3	6	Co-Management Component/Favorable Policy Environment Component/DNEF	3	13
28	Number of land-use agreement contracts established	26	30	53	Favorable Policy Environment Component	41	120
29	The number of dissemination activities conducted related to the laws, texts, and decrees regulating the management of natural resources	14	20	32	Favorable Policy Environment Component	26	72
30	The ratio of revenues to total operating costs for ACA including the regional offices, expressed as a percentage	N/A	6.75%	N/A	ACA	15.75%	15.75%

\* LOP = Life of Project  
NRM = Natural Resources Management Component  
DNEF = Direction Nationale des Eaux et Forêts  
VITA = Volunteers in Technical Assistance  
LOL = Land O' Lakes  
ACA = Agence de Commercialisation Agricole

\*\* This figure includes the zones of Kankan and of Labé Town in which ACA maintains sub-offices. The estimated figure regarding the ENRM project intervention zone is 2,283 individuals.

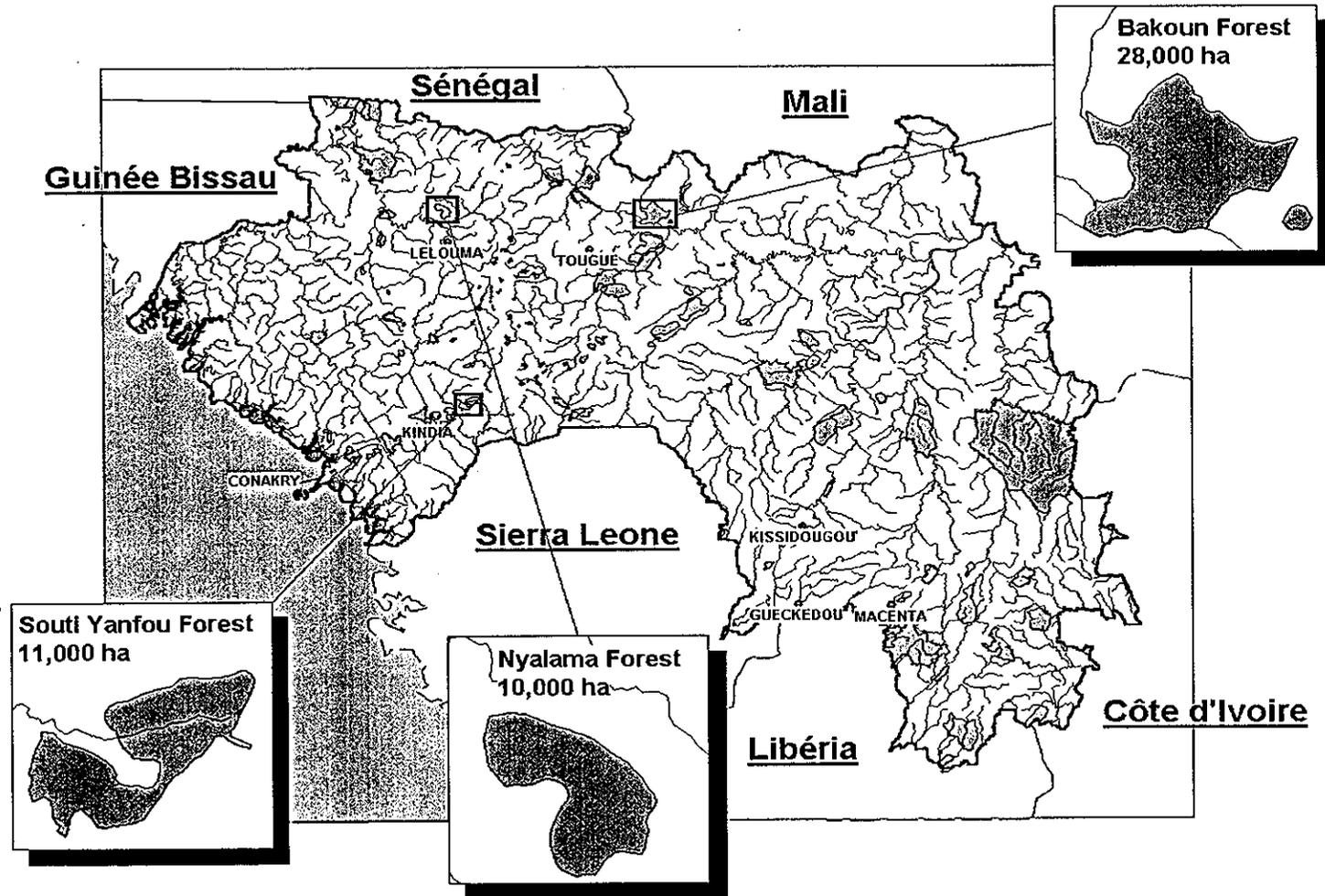
\*\*\* This figure includes the value of agricultural products commercialized in the ACA sub-office zones of Kankan, Labé, Nzérékoré et Kindia with the assistance of l'ACA.

**FIGURE 2:**  
Map of Guinea showing the prefectures of Kindia, Lelouma, and Tougué which were the principal focus of ENRMA activities during FY 2001. The prefecture of Dabola (not yet highlighted) is currently included in project activities as of FY 2002. Activities in the Forest region prefectures (also highlighted) were suspended in October 2000



**FIGURE 3:**

Map showing the location of three of the five classified forests currently included in the co-management program. Two classified forests of Dabola Prefecture (not yet featured on the map) were added during the current reporting period (first quarter of FY 2002).



## B. Intermediate Result 1:

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

## NATURAL RESOURCES MANAGEMENT COMPONENT

### Introduction

The Natural Resources Management (NRM) Component of the Expanded Natural Resources Management Activity (ENRMA) takes as its objective the reinforcement of the capacity of NGO and government of Guinea technical agents to assist rural communities in the development, planning and implementation of a Natural Resources Management Plan. In addition, the component seeks to reinforce the organizational capacity of local communities to sustainably manage their natural resources.

Based on the experience of the first two years of the ENRMA, the NRM component has developed a strategy shared with the Agricultural Production Component that depends on a concerted approach of all project technical components. This approach is intended to increase the quality of results obtained through project implementation. Increased collaboration between components is particularly sought between the NRM and the Agricultural Production components which share a common pool of clients.

Thus the activities planned by the NRM component for the current fiscal year are designed to achieve:

- ξ An increased collaboration and synergy between project technical components;
- ξ A consolidation of results realized to date and an improvement of their quality;
- ξ A geographical expansion of activities to include the prefecture of Dabola and the sub-prefecture of Parawol (Lelouma).

This report of the NRM Component for the first quarter of fiscal year 2002 (October – December 2001) includes the following sections :

- ③ A review of the component's objectives as identified in the current 18-month work plan (for the period April 2001 to September 2002) and those identified in the component's "action plan" for FY 2002;
- ③ A presentation of progress achieved during the quarter toward stated objectives for fiscal year 2002;
- ③ A description of activities completed during the first quarter of FY 2002;
- ③ A description of problems encountered and solutions proposed during the quarter.

**Objectives Identified in the ENRMA 18-month work plan (April 2001 - September 2002) and the Component's Action Plan for FY 2002**

The NRM Component of the ENRMA is responsible for intermediate result 1 of USAID strategic objective 1: *NRM planning skills acquired and applied by community-based organizations*. The intermediate result includes two sub-intermediate results: *Capacity of NGO and GOG agents to assist communities in planning NRM plans strengthened* and *Organizational and technical capacity of CBOs strengthened*. These results are reproduced in the following table which also includes a statement of the activities adopted to achieve the results (1st column) and lists the indicators identified to measure progress toward results (column 3).

**Results Framework of the NRM Component of the ENRMA**

ACTIVITIES	RESULTS	INDICATORS
NRM 1 : Training of trainers in NRM and planning	IR – 1 : NRM planning skills acquired and applied by community-based organizations	03 : The number of NRM plans successfully implemented by communities
NRM 2 : Training of key rural producers in NRM plan development		04 : The number of NRM plans prepared, and judged acceptable, with the assistance of NGO or GOG agents
NRM 3 : Establishment of functional NRM committees	S/IR- 1.1 : Capacity of NGO and GOG agents to assist communities in developing NRM plans strengthened	05 : The number of village NRM organizations which are functional
NRM 4 : Implementation of NRM plans by local communities (supported by all ENRMA technical components)	S/IR- 1.1 : Organizational and technical capacity of CBOs strengthened	06 : The number of NGO agents participating in organized training
NRM 5 : Training of village-based organizations in administration, organizational and financial management		07 : The number of organized demonstrations and programs aimed at increasing capacity

The following table presents the same indicators and provides targets and results for FY 2001 and targets for 2002 as based on the 18-month planning period (March 2001 - September 2002). as well as for FY 2002 (column 4).

## Targets and Results for FY 2001 and Targets for FY 2002 based on 18-Month Work Plan

INDICATORS	Target for FY 2001 (from 18-month work plan)	Achieved in FY 2001	Target for FY 2002 (from 18-month work plan)	Cumulative Target through September 2002
03 : The number of NRM plans successfully implemented by communities	15	15	36	51
04 : The number of NRM plans prepared, and judged acceptable, with the assistance of NGO or GOG agents	10	32	39	71
05 : The number of village NRM organizations which are functional	20	28	37	65
06 : The number of NGO agents participating in organized training	30	31	30	61
07 : The number of organized demonstrations and programs aimed at increasing capacity	325	167	405	572

### Progress achieved during the quarter toward stated objectives for fiscal year 2002

The following table presents progress toward stated objectives for FY 2002 that was realized during the first quarter (October-December 2001) of the fiscal year.

#### Activities Underway during First Quarter of FY 2002

INDICATORS	FY 2002 Targets	Progress Realized during 1st Quarter of Fiscal Year*	To be completed during final 3 quarters of FY 2002
03 : The number of NRM plans successfully implemented by communities	36	15	21
04 : The number of NRM plans prepared, and judged acceptable, with the assistance of NGO or GOG agents	39	15	24
05 : The number of village NRM organizations which are functional	37	15	22
06 : The number of NGO agents participating in organized training	30	-	30
07 : The number of organized demonstrations and programs aimed at increasing capacity	405	96	309

\* These activities were not necessarily completed during the quarter but will continue into subsequent quarters.

### Activities Completed or Ongoing during the Quarter

In an effort to improve to quality of achieved results the NRM component along with the Agricultural Production component have resolved to capitalize on opportunities for

synergy between all project technical components. These opportunities are to be sought out at all stages of the basic implementation strategy which include:

- ξ Diffusion of information regarding the ENRMA, its goals approach;
- ξ Collection of baseline information, emergence of common interest groups and establishment of NRM committees;
- ξ Diagnostic exercises to develop NRM plans;
- ξ Implementation of the plans.

Implementation plans regarding this strategy were developed in detail during the quarter and formalized into an "action plan" for the component (available as a separate document), the production of which was a major activity of the quarter. Other major activities for the quarter are presented below.

ξ Workshop to improve implementation of the NRM and Agricultural Production Components

A workshop was organized and held 5-8 December 2001 to address the following identified weaknesses of the implementation programs of the NRM and Agricultural Production components:

1. insufficient coordination of activities at the prefectural level;
2. lack of initiative on the part of field agents;
3. concentration of assigned agents in prefectural seats (generally the largest urban center).

Twenty-five field agents of the three prefectures of Kindia, Lelouma and Tougue participated in the workshop as did the executive directors of collaborating NGOs, the project's prefecture-level "coordinatrices," a representative of the DNEF and the Technical Coordinator of the ENRMA. The workshop was organized and facilitated by the technical assistants responsible for the two projects components involved. The workshop also addressed concerns regarding data collection and validation and benefited from the technical support and participation of USAID/Conakry in this effort.

ξ Development of an annual "action plan"

As noted above, a major activity of the quarter was development of a detailed action plan to clarify and guide the implementation program in FY 2002 and to define ways to increase synergy among project components.

ξ Recruitment of field agents for Dabola Prefecture

During the quarter the process for recruiting a prefectural team leader and 3 field agents for the newly added prefecture of Dabola was launched. The direct recruitment of these agents represents a departure from the project's approach to present in current prefectures.

It is expected that the new approach will facilitate and improved the performance of the NGO agents who will eventually work with the project in Dabola.

ξ Diffusion of information about the ENRMA and its approach

During the quarter the information series "Know all about..." (*tout savoir sur*) originally launched in the context of IR 4 activities was expanded to include themes relevant to IR 1 and IR 2 objectives. In addition, an "animation" guide was completed and distributed to field agents to harmonize terminology and popularize ideas regarding ENRMA activities, approach and methodology.

Regarding the new CRDs of Dabola and that of Parawol (Lelouma Prefecture), the NRM component participated in awareness-raising activities that took place in conjunction with exercises to identify the villages within these zones with which the project will initially work.

ξ Collection of baseline data

Data collection tools were developed with the participation of 25 field agents and prefectural level "coordinatrices" to provide reference information for each of the villages with which the project is working or will work.

ξ Establishment of NRM Committees

Activities leading to establishment of the NRM Committees, including identification of local resource persons, development of by-laws and organizational support, were conducted in 15 new villages in the prefectures of Tougue, Lelouma and Kindia.

ξ Development of NRM Plans

A total of 32 existing plans were reviewed and substantially revised during the quarter. Translation of the plans into local languages was begun during the quarter. Fifteen new plans are to be developed during the coming quarter.

ξ Implementation of NRM Plans

The NRM component collaborated with the Agricultural Production component to develop and distribute 28 technical notes (short guides) on themes related to off-season vegetable gardening (compost production, mulching, plant production, green fire breaks, live-fencing and wind breaks). Also in collaboration with the Agricultural Production component, the NRM component supported 96 demonstrations/trainings on the themes of improved seeds, soil fertility, NRM planning and cost/benefit analyses of NRM practices. A total of 1,893 persons participated in these sessions, including 1,153 women.

## **Problems encountered and solutions proposed**

Difficulties and problems encountered during the quarter include:

- ξ Lack of an effective strategy to implement NRM plans;
- ξ Insufficient coordination of field level activities;
- ξ Lack of adequate technical support for activity implementation;
- ξ Low level of initiative on the part of field agents;
- ξ Insufficient geographical distribution of field agents;
- ξ Lack of mastery of monitoring system by field agents;
- ξ Insufficient complementarity between technical components and their activities at the field level;
- ξ Insufficient technical capacity of certain field agents.

Solutions to these problems, many of which were adopted in the course of organizing and implementing the workshop to improve the performance of the NRM and Agricultural Production components (as discussed above), include:

- ξ Organization of a workshop to improved field-level performance;
- ξ Bi-weekly technical meetings to improve collaboration and synergy among project components;
- ξ Proposal to develop a coherent strategy during the coming quarter regarding NRM plan implementation;
- ξ Redeployment of field agents to achieve a better geographical distribution;
- ξ Implementation of better monitoring of field-level activities and information collection tools;
- ξ Development and distribution of technical guides on various NRM techniques and practices.

Additional efforts designed to increase availability of NRM plans and committee by-laws in local languages and improve technical capacity at the local level are planned for the coming quarter.

### **Planned activities for the second quarter (January – March 2002) of FY 2002**

Detailed schedules and descriptions of activities planned for the coming quarter are included in the component's work plan produced during the first quarter of the fiscal year (under separate cover). The component anticipates no significant departure during the quarter regarding the activities included in the annual work plan.

## C. Intermediate Result 2:

### *Productivity of farms in activity zones increased*

#### **AGRICULTURAL PRODUCTION COMPONENT**

##### **Introduction and Current Annual Targets**

Intermediate Result 2 of (strategic objective 1 of USAID/Guinea) is *farm production and productivity increased and sustained*. The ENRMA has two components working toward achievement of intermediate result 2 : *Agricultural Production* and *Agricultural Commercialization*. The present chapter of this quarterly report is that of the Agricultural Production Component.

The Agricultural Production Component implements a program that aims to increase adoption of appropriate, sustainable and productive agricultural and NRM techniques within the project's zone of intervention. Targeted natural resource management techniques are designed to ameliorate constraints currently limiting agricultural production among small producers while taking into account existing production systems. The program, in collaboration with other project components, has identified and targets four areas of concern to local producers : access to high-quality seeds, degraded soils, inadequate systems of product commercialization and insufficient access to inputs due to poor delivery systems and lack of credit availability.

The strategy adopted by the component to meet its objectives include training activities and a program to strengthen collaboration between the different actors involved in production, extension, commercialization, credit and provision of inputs. The strategy contains the following elements :

- ① Partnership between local NGOs and farmer organizations.
- ② Maximum coverage of villages within the CRD targeted according to the 18-month work plan (April 2001- September 2002).
- ③ Synergy between the agricultural production component and the other technical components of the ENRMA.

The annual targets adopted for fiscal year 2002 are presented in the table below which illustrates expected results for each of the four prefectures in which the ENRMA is currently active. The prefecture level targets have been estimated based on current understanding of agricultural potential in each zone. Estimates may be revised according to the results of village-level surveys planned for the coming quarter.

## Agricultural Production Component Targets by Indicator and by Prefecture

N°	Indicator	Total	Prefecture							
			Tougué		Lelouma		Kindia		Dabola	
			OS* 31 mars 2002	RS* 30 sept. 2002	OS* 31 mars 2002	RS* 30 sept. 2002	OS* 31 mars 2002	RS* 30 sept. 2002	OS* 31 mars 2002	RS* 30 sept. 2002
02	Area of land under cultivation using sustainable agricultural techniques (ha).	6500	50	1150	10	1190	10	1190	-	3000
08	Number of producers who invest in sustainable production techniques which increase productivity.	4000	500	800	300	800	300	800	-	1500
09	Number of producers capable of describing at least two sustainable agricultural practices that improve productivity.	4000	500	800	300	800	300	800	-	1500
10	Number of producers who implement a simple production plan.	4000	500	800	300	800	300	800	-	1500

\*OS = Off Season ; RS = Rainy Season

### Progress achieved during the quarter toward stated objectives for fiscal year 2002

The agricultural production component has taken steps during the quarter to correct the disappointing performance recorded in FY 2001 as measured by the following two indicators :

- 1) Surface area subject of adoption of sustainable agricultural production techniques ;  
and
- 2) Number of farmers trained.

The solutions identified in a special workshop held 5-8 December in collaboration with ENRMA's NRM technical component are being progressively implemented. For example, field agents are being redeployed to achieve more efficient and a higher level of interaction with small producers, and visits to the field by technical assistants have been increased.

The following table presents progress achieved by indicator during the quarter toward annual objectives.

### Achievements Recorded During the First Quarter of FY 2002

Indicators	FY 2002 Targets Identified in 18-month Work Plan	Achieved to December 31, 2001	Percentage of Annual Target Achieved by Dec 31, 2001
Area of land under cultivation using sustainable agricultural techniques (ha)	6,500	N/A	N/A
Number of producers who invest in sustainable production techniques which increase productivity	4,000	1,359*	34%
Number of producers capable of describing at least two sustainable agricultural practices that improve productivity	4,000	1,718**	43%
Number of producers who implement a simple production plan	4,000	1,359*	34%

\* Number of producers organized into Economic Interest Groups with access to off-season garden vegetable seeds and who at the time of this report were investing in production activities.

\*\* Number of producers having received training in at least two NRM practices appropriate for off-season vegetable production.

#### Activities Completed or Ongoing during the Quarter

ξ Workshop to improve implementation of the NRM and Agricultural Production Components

See NRM Component chapter for a description of this activity.

ξ Diffusion of improved vegetable gardening techniques

Off-season vegetable gardening is a popular and lucrative activity included in most NRM plans developed by village populations within the ENRMA zone of intervention. The activity targets development of valley-bottom and lowlands. The production and commercialization of off-season vegetables requires the concerted efforts of all of the project's technical components. Activities related to off-season vegetable production accomplished during the quarter include information gathering regarding size and numbers of producer groups and input needs, and provision of organizational support to the groups. Collaboration with VITA to secure credit for rural producers was a critical element of support provided to production groups in the prefectures of Lelouma and Tougue to obtain seeds for onion production. Information-sharing (through contact with identified producer groups) activities conducted during the quarter and the result of strengthened access to inputs are summarized in following table. The producer groups noted in the table were provided support during the quarter for their organization into economic interest groups.

Information-sharing, Organizational Support and Provision of Onion Seeds to Off-Season Vegetable Producer Groups

Prefecture	Number of villages involved in training activities	Number of villages engaged in vegetable production	Producer Groups				Quantity of seeds obtained by producer groups (kg)
			N0. of Groups	Total Group Membership			
				Men	Women	Total	
Kindia	44	2	6	105	111	216	N/A
Lelouma	33	27	27	182	468	650	18.5
Touge	62	25	18	178	315	493	18.5
Dabola	35	N/A	N/A	N/A	N/A	N/A	N/A
<b>Total</b>	<b>174</b>	<b>59</b>	<b>51</b>	<b>465</b>	<b>894</b>	<b>1,359</b>	<b>37</b>

ξ Training Activities

During the quarter 13 field agents working for the agricultural production component distributed and explained information notes and guides prepared by the ENRMA regarding NRM practices related to vegetable gardening as well as guides intended to reinforce the organizational capacity of off-season vegetable producer groups. Examples of the information distributed include guidelines regarding appropriate periods and techniques for onion seedling production, planting and harvesting each of the varieties of seeds made available, soil nutrient needs, composting, manure and techniques appropriate for production of a variety of vegetable crops in addition to onions. A summary of training activities and themes is provided in the following table.

Training Activities and Themes

Prefecture	CRD	Group Membership			NRM Practice			
		Men	Women	Total	IS*	C*	M*	AP*
TOUGUE	Kouratongo	Na	Na	Na	+	+	+	+
	Commune Urbaine & Koin	105	136	241	+	+	+	+
KINDIA	Kolente & Sougueta	331	344	675	+	+	+	+
LELOUMA	Linsan Saran, Balaya & Commune Urbaine	178	624	802	+	+	+	+
<b>Total</b>		<b>614</b>	<b>1104</b>	<b>1718</b>				

\*IS = improved seeds ; C = compost production ; M = manure ; AP = agricultural production technique appropriate according to targeted gardening product.

It should be noted that off-season vegetable production is an economic activity that is particularly important for women, and that 64% of participants in ENRMA sponsored activities are women representing a variety of ages and personal situations.

#### ξ Establishment of a network of village-level resource persons/extension agents

The agricultural component of the project is aimed at training the many farmers who organized themselves into agricultural producers associations so that they can master the cultural practices appropriate to the vegetable crops. The strategy used to reach a maximum of these producers is to train village level extension farmers selected by peers within of the same farmers associations. Each village extensionist (vulgarisateur de relais) is assisted by at least three resource persons. These so called "reciprocal colleagues" make available to the group part of their own field to be used as a training site where sessions related to the production plan of the vegetable crops are held throughout the cycle of the crop. Members of the groups are invited to attend these training sessions. Each session is held just prior to the appropriate time for implementation of the activity according to the agricultural calendar so that the probability that farmers recall what they are taught is increased, and they are therefore able to perform the task effectively.

These extension farmers are in charge of training other farmers that were not able to participate in the trainings held in the training sites. This approach is an effective mechanism in facilitating the diffusion of knowledge related to NRM practices. The number of extension farmers by zone is reported in the last column of following table.

#### Distribution of Village-level Relays and Resource Persons Constituting an Extension Network

Prefecture	Number of NGO Field Agents	Number of villages included in ENRMA intervention zone	Number of persons acting as information « relays »	Number of village-level resource persons
Tougué	5	30	17	47
Lelouma	4	27	58	-
Kindia	4	2	N/A	N/A
Dabola	N/A	N/A	N/A	N/A
TOTAL		59	75	47

The targeted ratio of resource persons to rural producers is 1 to 11. The targeted number of information « relays » plus resource persons is 2 in each village.

#### Planned activities for the second quarter (January – March 2002) of FY 2002

Detailed schedules and descriptions of activities planned for the coming quarter are included in the component's work plan produced during the first quarter of the fiscal year (under separate cover). The component anticipates no significant departure during the quarter regarding the activities included in the annual work plan.

**Intermediate Result 2 (continued) :**

*Productivity of farms in activity zones increased*

**AGRICULTURE COMMERCIALIZATION COMPONENT**

**1. Annual objectives for the agricultural marketing component**

**Table 1. Indicators monitored by the agricultural marketing component and the targeted and achieved results**

<b>Indicator</b>	<b>Target, Sept 2001</b>	<b>Achieved, Sept 2001</b>	<b>Target Sept 2002</b>	<b>Cumulative Target, Sept 2002</b>
11) Number of producers who utilize market information to commercialize their products	3,500	33,350*	4,000	7,500
12) Value of marketed products by producers	309 million FG	510 million FG**	340 million FG	649 million FG
13) Number of associations in the intervention zone who carry out marketing activities	2	57	2	4
30) Percentage coverage of costs of ACA	6,75%	N/A	15,75%	15,75%

\*The calculated figure included the zones of Kankan and Labe Center. The estimated figure for the project zones is 2,283 producers.

\*\*Include value of products sold in Kankan, Labe, Nzerekore and Kindia with the assistance of ACA.

**2. Progress made towards performance indicators**

For the last quarter, data collection on indicators did not take place. As for Indicator 11, information will be collected during the second or third quarter of the year. Estimation of the value of products marketed will be calculated after the season of each respective crop.

**3. Description of activities carried out during the quarter**

**3.1 ACA business plan**

Following the rejection of the plan presented to USAID at the end of September 2001, a consultant, Mr. Max Roytenberg was hired to assister LOL and ACA with the revision of the plan during October. He spent two weeks in Guinea working closely with the LOL team. The revised plan was submitted to USAID at the end of October.

After having read the revised plan, a meeting was held at USAID the 20<sup>th</sup> of November. This most recent version of the business plan was again rejected due to certain assumptions and errors in the calculations, and because of a lack of participation and implication of the ACA staff in the document's formulation. The meeting recommended a systematic collection of information on farm-gate prices and marketing costs associated with each product to be marketed by ACA. USAID expects a revised plan to be presented before the end of the fiscal year 2002.

An action plan for the implementation of activities for the revision of the business plan was carried out during the month of December. It will be submitted at the beginning of the calendar year 2002. The action plan requires the collection of viable data on farm-gate and marketing costs, an activity to be carried out during the next quarter. The ACA staff will take the lead on the document revision. LOL will assist with the collection, organization, and analysis of the data.

### 3.2 Planning for the 2002 onion season

Producers from Lelouma and Tougue were assisted by facilitating access to improved seeds furnished by ACA. Thirty-seven associations and fifteen individuals purchased the seeds. In Tougue, 61.5 kg of the variety *Violet de Galmi* and *Texas Early Grano* were sold by ACA. In Lelouma, 55 kg of *Violet de Galmi* were sold to gardening groups.

### 3.3 Sensitization of agricultural associations

From October 26<sup>th</sup> to November 2, 60 members of four associations participated in sensitization meetings organized in Tougue Center, Balaya (Lelouma) and Sougueta (Kindia). The objective of these meetings related to organizational and operational aspects of associations, and the marketing of their agricultural products. These activities were conducted by a LOL volunteer, Mr. Paul Sugg with the assistance of LOL technicians.

During the meetings, after having presented a questionnaire that solicited interesting debate on major problems related to marketing and potential solutions, the volunteer, Mr. Paul Sugg sensitized the participants on the organization of their associations, their operation, and in particular, the necessity to work in groups to gain more profit.

**Table 2. Number of participants at the sensitization meetings**

Prefecture	District	Association	Participants		
			Men	Women	Total
Tougue	Tougue Center	Limaniya	1	13	14
		Samping	4	9	13
Lelouma	Thiewere	Thiewere	2	20	22
Kindia	Bandi	Limaniya	5	6	11
<b>TOTAL</b>			<b>12</b>	<b>48</b>	<b>60</b>

### 3.4 Training as part of the Farmer-to-Farmer program

**Table 3 . Training themes and participation in each session**

Thème	Region	Période	Effectif		
			Hommes	Femmes	TOTAL
1) Use of market information as a fundamental tool in making market decisions	Middle Guinea	22/10 – 2/11			
	Lower Guinea	30/11 – 13/12	72	17	89
2) Control of the disease <i>Cercosporiose</i> in citrus	Middle Guinea	10-18/12	12	2	14
		<b>TOTAL</b>	<b>84</b>	<b>19</b>	<b>103</b>

Twenty-nine producers, 3 merchants, 29 representatives from NGOs, 18 representatives from development projects, and 24 civil servants participated in the workshops.

From the 30<sup>th</sup> of November to December 13<sup>th</sup>, an FTF volunteer, participated in a training session on the use of market information, specifically in order to record a video to be used for future training sessions. The purpose of this activity was to better extend the expertise that he provided as part of the FTF programme.

### 3.5 Marketing activities of ACA

- ③ In order to promote ACA and services it provides, 16 billboards were made and installed in Conakry and the 4 principal regions of the country.
- ③ Some of ACA staff participated in the Tambacounda Fair from the 8<sup>th</sup> to the 10<sup>th</sup> of November to make ACA known, investigate the market, take note of food processing technologies and equipment, post-harvest technologies, exchange experiences with other similar agencies, identify and contact agencies that deal in agricultural inputs and identify institutions and/or NGO that ACA may in future collaborate on cooperative agreements.
- ③ ACA's new agricultural marketing policy includes three principal areas:
  - Direct purchase and sale: Nearly 28 tons of various products, representing a value of 23 million FG were purchased during the previous quarter. As for the project zones, 2,620 kg of chili peppers, at 3,400 GF/kg (total value=8.9 million GF) were purchased in the Kindia area and 3,308 kg of maize at 250 GF/kg (total value=827,000 GF) from the Lélouma area.
  - Provision of agricultural inputs: 115 kg of improved onion seeds were sold to producers from Tougué and Lélouma.
  - Marketing by ACA clients: No activity recorded for the project area in the past quarter

### **3.6 ACA market information**

- ③ During the last quarter, 13 weekly bulletins which included wholesale prices for various agricultural products were published and announced from the regional branches of Rural Radio.
  
- ③ Initiated in October 2001, the first edition of ACA's information magazine, *Echo Rural* was published by the end of November. One thousand copies of this edition were copied and distributed free of charge to national and international organizations within the country, as well as ACA partners and clients as a way of promoting the agency.

### **3.7 Management of a data base on associations working with PEGRN**

The data base will facilitate monitoring of activities. For the time being, it includes 72 associations from Lelouma, Tougue and Kindia. The following information will be available on the data base:

- ξ Geographical location of the association
- ξ Description of the group (number of members, principal and secondary activities, name of the president, etc)
- ξ Information on agricultural and non-agricultural production of the group
- ξ Etc.

### **3.8 Participation in the workshop on the new activity strategy put in place by the NRM and agricultural components of the PEGRN**

Two representatives from LOL and one representative from ACA participated in the workshop held from the 5<sup>th</sup> to 8<sup>th</sup> of December. This participation reinforced the collaboration among project components. The field agents clearly solicited the presence of LOL and ACA in the different project zones.

### **3.9 Preparation of the action plan for the remaining part of the fiscal year 2002**

An action plan was prepared for the period between January and October 2002. Taking into consideration the reorientation of project activities, LOL will focus on training of associations and the collection of viable data in the intervention zones.

### **3.10 Administration**

- ξ The candidacy of the new coordinator of the ENRMA agricultural marketing component. Mr. Steve Averse was retained. He arrived in Guinea on November 19<sup>th</sup>.
  
- ξ Significant efforts were made during the last quarter to administrative costs of ACA. International telephone lines in the four branches were disconnected. Five high frequency radios were installed at HQ as well as the four branches. The policy for purchase of office supplies was streamlined to reduce costs. Daily fuel consumption for the branches has been reduced by 50%. In order to more effectively allocate time and resources, each employee is now required to develop

an individual work plan. Finally, a transparent system of performance evaluation has been put in place by the Direction.

- ξ It was decided to close the LOL office in Conakry and transfer all the personnel to Label, as well as the two marketing and information specialists to the prefectures of India and Dabble. These changes will take effect at the end of January 2002.

#### ***4. Problems/Constraints encountered during the quarter and intended solutions***

- ξ The ACA business plan was rejected because of the lack of a viable database used to make financial projections as well as weak implication of ACA staff in its formulation. USAID has accorded more time so that LOL/ACA may systematically collect data that will help make more realistic projections. An LOL volunteer will help in the data collection during the next quarter.
- ξ The lack of an LOL representative slowed progress on the achievement of project marketing objectives for the year. By the end of November, the post was filled by Steve Aversa
- ξ The lack of presence of ACA and LOL agents in the field was well noted. At one point, LOL transferred an agent to the zone of Lelouma. More recently, it has been decided to transfer the two marketing and information specialists to Kindia and Dabola, and to recruit two new coordinators for the prefectures of Lelouma and Tougue.
- ξ ACA's ZIP drive is nonfunctional and saving of baseline price data has not been possible. The purchase of ZIP diskettes and a drive is requested urgently.

#### ***5. Program for the next quarter***

##### **5.1 Transfer of agents to the field**

A recruitment process will begin during the month of January to put in place coordinators who will work closely with ACA agents in each prefecture. Other staff will be transferred to Kindia and Dabola

##### **5.2 Familiarization with agricultural associations**

All the LOL coordinators will begin work in their respective prefectures during the next quarter. It is important that each one meets and familiarizes him/herself with the associations with which the project works.

It is necessary to hold meetings with the groups to better understand their constraints related to marketing of their agricultural products.

### **5.3 Definition of a marketing strategy for onions by ACA and contact with producers**

Last year, not one contract signed between ACA and onion producer associations was respected. It will be necessary to reflect on a marketing strategy for the coming season. It is equally important to organize a sensitization campaign with producers so they will better understand the value of services provided by ACA.

### **5.4 Launching of activities in Dabola**

The prefectural coordinator will move to Dabola and collect baseline information on producer associations during the month of March.

### **5.5 Selection of potential agricultural sectors with the collaboration of other project component representatives**

A meeting will be held with all the project components in order to prioritize at least two agricultural products to study during the next 9 months. LOL/ACA will collaborate closely with VITA personnel for the accomplishment of this activity.

### **5.6 Improvement of the training module on use of market information**

Two volunteers have worked on this theme during the past year. Additionally, one of the LOL marketing specialists and an ACA technician has conceptualized manuals. A priority next quarter will be to improve the manual taking into consideration the work that has been done by the volunteers.

### **5.7 Launching of a program to improve the level of organization of associations in the prefectures of Lelouma, Tougue, and Kindia**

In collaboration with the agricultural production component, criteria for the selection of pilot groups will be prepared. The LOL prefectural coordinator will contact the targeted associations to better understand their activities and their needs, and provide assistance to improve their organizational structure.

### **5.8 Organize the training of producers through the FTF program**

As part of the FTF program, the following volunteers are programmed during the next quarter:

**Table 4. FTF program for the next quarter**

	<b>Name</b>	<b>Title of Assignment</b>	<b>Date</b>
GUI 043	Bret Nelson	Rural Leadership	January 21 – February 11
GUI 039	-	Beekeeping	February 11 – March 1
GUI 040	Jim Hurst	Evaluation of Onion Marketing in the Fouta	February 11- March 1

## D. Intermediate Result 3:

### *Micro- and small-enterprise activities increased*

#### I. 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 first quarter of fiscal year 2002, that is, for the period from October 1, 2001 to December 31, 2001. The report focuses on the achievements and lessons learned during the previous fiscal year and applied to the current fiscal year.

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:

- ξ Sub-IR 3.1: Enterprise management skills acquired and applied;
- ξ Sub-IR 3.2: Enterprise skills in using new technologies strengthened; and
- ξ 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 :

- ξ The development and implementation of a business development training program targeting micro and small enterprises in the ENRMA activity zones.
- ξ 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.
- ξ The Creation of a rural network of Village Savings and Credit Associations (*Caisses Communautaires de Croissance - C<sup>3</sup>s*) in the activity zones to provide local communities in the ENRMA target zones with accessible financial services.
- ξ 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.

The following table presents the strategic results framework for Intermediate Result 3 (IR-3):

The strategic results framework for Intermediate Result 3 (IR-3)			
INTERVENTIONS	RESULTS	PERFORMANCE INDICATORS	DEFINITION
PRIDE/Formation Rural Enterprise Development Training Program  Enterprises Development Center (CDE).  Creation of the Rural Network of <i>Caisse Communautaires de Croissance</i> - C <sup>3</sup>  The ENRMA Pilot Credit Program	RI-3: Activités accrues des petites et micro entreprises.	(14) The number of enterprises newly established in the activity zones	Newly established enterprises in the activity zones. By enterprises, we mean any individual or formal and non-formal organization (enterprises, association, village based organization), which have an income generating activity.
		(15) The number of enterprises which have expanded in the activity zones	The number enterprises, which have expanded in the zone of intervention. The expansion of activities can be measured by the augmentation of revenues, by the augmentation of number of employees, and the % of actives. A small enterprise employs between four and ten employees
PRIDE/Formation Rural Enterprise Development Training Program  Enterprises Development Center (CDE).	Sub-IR 3.1: Entreprise management skills acquired and applied	(16) The number of enterprises which adopt new management techniques	Number of enterprises, which adopted new management practices. By management practices we mean business plan, accounting documents, marketing plan etc.
		(17) The number of enterprises which are still in existence at least one year after having adopted a new management technique	This indicator concerns the enterprises, which exist almost one year after having adopted new management practices.
Enterprises Development Center (CDE).	Sub-IR 3.2: Entreprise skills in using new technologies strengthened	(18) The number of enterprises having adopted new technologies in the activity zones	Number of enterprises, which adopted one or more new technologies in their operations (local product transformation, soap-making, beekeeping, improved stove, BTS ( <i>briques en terre stabilisée</i> ), computer literacy and Internet, etc.).
		(23) The number of visitors each month visiting the Enterprise Development Centers - CDEs	This indicator represents the average number of visitors each month in the CDE.
		(24) The operational viability ratio of the Enterprise Development Centers - CDEs (Total revenues/Total Costs)	Operational costs recovery (general income/total costs).
Creation of the Rural Network of <i>Caisse Communautaires de Croissance</i> - C <sup>3</sup>	Sub-IR 3.3: Capacity of mobilizing financial resources for small and micro-enterprises strengthened.	(19) The number of loans granted in the project zones	The number of loans granted in the project zones by institutions and projects supported by USAID..
		(22) The amount of money saved in the project zones (Thousands GNF)	The amount of loans granted in the project zones by institutions and project supported by USAID.
		(21) The number of savers in the project zones	The number of savers in the project zones. By savings we mean members subscriptions, membership fees, shares, demand and fixed term saving, and any kind of monetary saving.
		(20) The amount of loans granted in the project zones (Thousands GNF)	The amount of savings in the project zones. By savings we mean members subscriptions, membership fees, shares, demand and fixed term saving, and any kind of monetary saving.
		(25) The number of Community Savings Unions (C <sup>3</sup> s) created in the project zones	A C <sup>3</sup> is considered operational when the following criteria are reached: (a) the management committee and the cashiers are set, (b) The internal rules of the C <sup>3</sup> has been developed, (c) The operational manuals, the administrative documents and the safes are at the disposal of the C <sup>3</sup> , and (d) the C <sup>3</sup> starts its operations (membership fees and shares of the first clients).

The Following table presents the IR-3 benchmarks by prefecture, as of September 30, 2002 and Projections opposite IR-3 Indicators by prefecture:

<b>Sommaire des Prévisions des Indicateurs de Performance du RI-3 au 30 septembre 2002</b>						
NO.	INDICATORS	Achieved (Cumulative 30.09.00)	Achieved (01.10.00- 30.09.01)	Achieved (Cumulative 30.09.01)	Projections (01.10.01 – 30.9.02)	Projections (Cumulative 30.9.02)
14 (IR 3a)	The number of enterprises newly established in the activity zones	173	348	521	350	871
15 (IR 3b)	The number of enterprises which have expanded in the activity zones	354	968	1.322	1.020	2.342
16 (IR 3.1a)	The number of enterprises which adopt new management techniques	550	806	1.356	325	1.681
17 (IR 3.1b)	The number of enterprises which are still in existence at least one year after having adopted a new management technique	0	124	124	156	280
18 (IR 3.2)	The number of enterprises having adopted new technologies in the activity zones	30	244	274	210	484
19 (IR 3.3a)	The number of loans granted in the project zones	27	3.247	3.274	1.095	4.369
20 (IR 3.3b)	The amount of loans granted in the project zones (Thousands GNF)	7.600	171.063	178.663	56.200	234.863
21 (IR 3.3c)	The number of savers in the project zones	289	2.367	2.656	2.214	4.870
22 (IR 3.3d)	The amount of money saved in the project zones (Thousands GNF)	2.501	215.805	218.306	22.500	240.806
23	The number of visitors each month visiting the Enterprise Development Centers - CDEs	84	160	160	250	250
24	The rate of operational viability of the Enterprise Development Centers - CDEs (Total revenues/Total Costs)	13%	18,4%	18,4%	30%	30%
25	The number of Community Savings Unions (C's) created in the project zones	4	24	28	18	46

## II. Progress toward RI-3's objectives

The following table shows the progress accomplished by IR-3 team as of December 31, 2001, in the achievement of the objectives and indicators:

<b>Progress towards Achievement of IR-3 Indicators as of December 31, 2002</b>			
NOMBRE	INDICATEURS	PROJECTIONS (01.10.01- 30.09.02)	ACHIEVED (1.10.01 - 31.12.01)
14 (RI 3A)	The number of enterprises newly established in the activity zones	350	Data not available yet
15 (RI 3b)	The number of enterprises which have expanded in the activity zones	1.020	Data not available yet
16 (RI 3.1a)	The number of enterprises which adopt new management techniques	325	Data not available yet
17 (RI 3.1b)	The number of enterprises which are still in existence at least one year after having adopted a new management technique	156	Data not available yet
18 (RI 3.2)	The number of enterprises having adopted new technologies in the activity zones	210	Data not available yet
19 (RI 3.3a)	The number of loans granted in the project zones	1.095	1.143 <sup>1</sup>
20 (RI 3.3b)	The amount of loans granted in the project zones (Thousands GNF)	56.200	93.468 <sup>2</sup>
21 (RI 3.3c)	The number of savers in the project zones	2.214	304
22 (RI 3.3d)	The amount of money saved in the project zones (Thousands GNF)	22.500	40.665
23	The number of visitors each month visiting the Enterprise Development Centers - CDEs	250	264
24	The rate of operational viability of the Enterprise Development Centers - CDEs (Total revenues/Total Costs)	30%	21,3%
25	The number of Community Savings Unions (C's) created in the project zones	18	1

<sup>1</sup> A total of 1,143 loans were disbursed from October 1 to December 31, 2001 by the ENRMA, of which 667 loans were disbursed under the auspices of the Programme Pilote de Crédit du PEGRN and 476 loans were disbursed under the auspices of the Réseau des Caisses Communautaires de Croissance - C<sup>3</sup>.

<sup>2</sup> A total of 93.468.000 FG GNF of loans were disbursed from October 1 to December 31, 2001 by the ENRMA, of which 41.139.800 GNF of loans were disbursed under the auspices of the ENRMA Pilot Credit Program and 52.328.200 GNF of loans were disbursed under the auspices of the Réseau des Caisses Communautaires de Croissance - C<sup>3</sup>.

### III. Highlights of the IR-3 Team's Activities during the fourth quarter of 2001.

The fourth quarter of 2001, was a period of **expansion, intensification, reorientation** and **planning** for the Rural Enterprise development component of the ENRMA.

VITA and PRIDE/Formation *intensified* the project's Rural Enterprise Training Programs in the ENRMA activity zones by offering 3 enterprise development workshops to 79 persons (including 31 women - 39%) under the auspice of the ENRMA agricultural support Program.

During the fourth quarter of 2001, under the auspices of ENRMA, the IR-3 team increased the number of Community Savings and Loans Associations (*Caisses Communautaires de Croissance – C<sup>3</sup>*) from 28 to 29, and the number of members increased from 2.656 to 2.960. The IR-3 team, under the auspices of the project's Pilot Credit Program, financed 37 additional village-based organizations supported by agricultural production, and commercialization field agents under the auspice of the ENRMA village-based organizations support program.

The Direction of IR-3 took significant steps concerning the *reorientation* of the Enterprise Development Center's (CDE) activities to increase their contribution to the achievement of the project's overall objectives. These actions included among other things, restructuring of the Enterprise Development Center's (CDE) organization chart, revising of scopes of work for the CDE personnel, and developing an operational and strategic plan for the CDE.

Finally, an action plan that describes the IR-3 activities that will be led by VITA and its partner PRIDE/Guinée/Formation under the auspices of the ENRMA for the fiscal year 2002 (October 1, 2001 to September 30, 2002) was developed and submitted to project's other partners for feedback.

During the fourth quarter of 2001, VITA and its partner PRIDE/Guinée/Formation implemented the following activities under auspices of the four Enterprise Development Programs below in order to accomplish the objectives and the performance indicators under the auspices IR-3:

- ξ The Rural Enterprise Development Training Program of PRIDE/Formation;
- ξ The Enterprise Development Center (*Centre de Développement des Entreprises – CDE*);
- ξ The Rural Network of *Caisses Communautaires de Croissance – C<sup>3</sup>*; and
- ξ The ENRMA Pilot Credit Program.

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

The IR-3 Team, in collaboration with the local NGO PRIDE/Guinée/Formation, organized a series of training sessions targeting rural enterprises<sup>3</sup> in the project's activity zones. The training sessions were aimed at providing participants with a variety of techniques to improve their business management skills, to successfully expand their enterprises, and to encourage them to establish new entrepreneurial activities.

The team of trainers from PRIDE/Guinée/Formation took advantage of a meeting organized from August 18 to 28, 2001 to harmonize its approach to rural enterprise development in terms of training, monitoring and support. During a 11-day "Team Building" exercise, twenty-eight employees of PRIDE/Guinée/Formation took part in discussions to develop an action plan and recommendations to improve the quality of the local NGO's business development services. During the meeting, PRIDE/Guinée/Formation's training and monitoring programs were reviewed and amended to take into account the recommendations formulated by the participants.

PRIDE/Guinée/Formation training team was strengthened; the contents of its training modules, methods and techniques were reviewed and adapted to the realities of the rural sectors in Guinea; the marketing, training, and monitoring strategies were harmonized; and the roles and responsibilities of the Executive Director, the Department Heads, the Regional Coordinator, and the trainer/instructors were clearly defined and understood by all. Changes were made to insure a better use of the complementary expertise of the old and new trainers,<sup>v</sup> and the PRIDE/Guinée/Formation training teams were reorganized as follows:

<sup>3</sup> By enterprise, we mean any individual or formal or informal organization (enterprise, association, group, etc.) engaged in revenue generating activities.

- ξ Bah Mamadou Aliou Chief of PRIDE/Guinée/Formation antenna in Tougué;
- ξ DIALLO Ahmadou Mouctar, Trainer in charge of Bakoun and Kouratongo in Tougué;
- ξ BARRY Mohamed Diariou, Trainer in charge of Koïn area in Tougué;
- ξ BALDE Boubacar N'diré Chief of PRIDE/Guinée/Formation antenna in Lélouma;
- ξ DIALLO Ahmadou Tidiane, Trainer in charge of Balaya and Parawol in Lélouma;
- ξ BARRY Moussa Diogo, Trainer in charge of Sougueta area in Kindia;
- ξ An additional animator will be settle in Kolenté (Kindia) before the end of January 2002;
- ξ BARRY Amadou animator, Chief of PRIDE/Guinée/Formation antenna in Dabola; and
- ξ GUEMOU Félix, Trainer in Dabola.

During the fourth quarter of 2001, a team composed of seven (7) experienced trainers was constituted to implement the above mentioned improvements, i.e. to motivate, to approve the results, and to set the guidelines for the training and support activities led by PRIDE/Guinée/Formation under the ENRMA. Specifically, the team will be responsible for:

- ξ Designing and developing module contents, specifying training methods and techniques, developing educational supports, ensuring the farming animators/trainers training, designing a of monitoring and support strategy, supervising the field activities and ensuring the perfect implementation of the action plan.
- ξ Monitoring and evaluating the performances by antenna and by animator, supporting training participants, gathering and analyzing the technical and managerial information, quality control of the operations and the impact indicators, documenting the difficulties faced by the participants and developing possible solutions, giving straightforward and honest feedback on the gathered information and results, proposing recommendations for improvement, and developing operational guidelines for future.
- ξ Coordinating PRIDE/Guinée/Formation's activities within ENRMA target zones.

In accordance with the recommendations offered by the ENRMA Enterprises Development Director, the Direction of PRIDE/Guinée/Formation initiated a recruitment process to select and train several women trainers/instructors based on the following selection criteria: marketable expertise, availability, durability and entrepreneurial spirit. The newly reinforced training teams and the adopted intervention strategy will undoubtedly allow PRIDE/Guinée/Formation to improvement its activities in the field. The following are a few examples of the proposed improvements to the local NGO's rural enterprise training program: the trainings are in package and presented in two to three small modules for a period of 2 to 4 days for a better use of the farmers' time; offering additional participant support sessions during the training workshops; offering participants a flexible payment schedule for the training fees (for example, for 5,000 GNF, the rural participants can pay in three to four months and in three increments of 2,000 GNF; 1,500 FG; and 1,500 GNF).

The field trainers have tried to optimize both the quantitative and qualitative indicators related to the specific objective of the ENRMA. However, PRIDE/Guinée/Formation has experienced difficulties in meeting its targets related to the estimated revenues to be generated by its training activities, and this due primarily to the limited payment capacity of rural entrepreneurs operating in the ENRMA target zones. Unfortunately, the VITA-PRIDE/Guinée/Formation subcontract budget was developed on the assumption that these locally generated revenues would cover an increasingly larger portion of the variable costs related to local NGO's training sessions. Training is an investment to solve a variety of management problems.

In this light, it is important to clearly identify the problems faced by the rural entrepreneur and develop the management skills and techniques which will allow him/her to solve the problem in time and at an affordable cost. In order to reconcile these competing forces, PRIDE/Guinée/Formation will continue to look for ways of reducing the costs of its services and will increase its marketing efforts to encourage rural entrepreneurs to invest in these services. Progressively PRIDE/Guinée/Formation will introduce new management skills and techniques. However, the IR-3 Team has noted that the high illiteracy rate of the rural entrepreneurs (especially women) is a major factor that considerably limits their capacity to absorb and adopt these new practices. In order to reduce this constraint, PRIDE/Guinée/Formation plans to introduce a literacy training program as part of its training curriculum.

Over a period of 45 days (from October 1<sup>st</sup> to November 15, 2001) PRIDE/Guinée/Formation's field agents visited those training participants that have indicated the desire to create and develop micro-enterprises in the project target zones. Planning workshops were organized by Mr. DIALLO Mohamadou, the regional coordinator of PRIDE/Guinée/Formation, from December 18 to December 30, 2001, in each of the four Prefectures targeted by the ERMNA, to help the field agents to develop their own specific objectives in term of training, monitoring and support.

This decentralized approach allowed PRIDE/Guinée/Formation to adjust and to strengthen its action plans for fiscal year 2002 in order to contribute to the achievement of the IR-3 objectives and performance indicators. In this light, a detailed action plan for the Rural Enterprise Development Training program for the fiscal year 2002 was developed by PRIDE/Guinée/Formation and was submitted to the ENRMA Director of Enterprise Development Director for comments and to be incorporated into the overall IR-3 action plan.

The following table presents a breakdown of the different training sessions offered by the ENRMA Enterprise Development team (IR-3) as of December 31, 2001:

<b>Summary of the different training sessions offered by the ENRMA Enterprise Development team (IR3) as of December 31, 2001</b>						
NO.	TRAINING MODULES	ACTIVITY ZONES	DATES	NUMBER OF PARTICIPANTS		
				H	F	Total
<b>I. Project year 1 (October 1, 1999 –September 30, 2000):</b>						
Sub-total (21 workshops organized from October 1, 1999 to September 30, 2000)				366	129	495
PERCENTAGE (%)				74%	26%	100%
<b>II. Project year 2 (October 1, 2000 –September 30, 2001):</b>						
Sub-total (from October 1, 2000 to September 30, 2001)				542	435	977
PERCENTAGE (%)				55%	45%	100%
<b>III. Project year 3 (October 1, 2001 –September 30, 2002):</b>						
1	Entrepreneurship Workshop (LN)	Kindia Siguiton (Kolenté)	Nov.29 –Dec.2, 2001	26	8	34
2	Entrepreneurship Workshop (LN)	Lélouma Teguenda (Linsan Saran)	Nov.30 – 2 Dec.2, 2001	21	6	27
3	Entrepreneurship Workshop (LN)	Tougué (Tougué-Centre)	Dec. 1-4, 2001	1	17	18
Sub-total (October 1, 2001 –September 30, 2002)				48	31	79
PERCENTAGE (%)				61%	39%	100%
<b>IV. Comparison of the first three years of the project (October 1, 1999 to September 30, 2002):</b>						
Total Number of participants in Year 1 (October 1, 1999 - September 30, 2000)				366	129	495
Total Number of participants in Year 2 (October 1, 2000 - September 30, 2001)				542	435	977
Total Number of participants in Year 3 (October 1, 2001 - September 30, 2002)				48	31	79
<b>TOTAL NUMBER OF PARTICIPANTS</b>				<b>956</b>	<b>595</b>	<b>1 551</b>
PERCENTAGE (%)				62%	38%	100%

LN = Local language version of the workshop

As the table above indicates, during the fourth quarter 2001, the IR-3 Team offered 3 enterprise development workshops to 79 persons (including 31 women - 39%), representing 289 person/days of training. The data presented in the table above also indicates the progress made by PRIDE/Guinée/Formation in its efforts to target its training workshops to the rural entrepreneurs in the ENRMA target zones - two out of three workshops organized at the District level. These results underlines the efficiency of the local NGO's new approach: restructuring of the training teams in the field; greater emphasis on offering proximity services, strengthened training teams with clearer roles and responsibilities; improved activity planning (by Prefecture); and a more systematic approach to monitoring of field activities.

#### **b) The Enterprise Development Center (*Centre de Développement des Entreprises – CDE*):**

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:

- ξ Helping entrepreneurs access relevant information that would help them make better decisions about business and business expansion.
- ξ 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.
- ξ Providing a training center for NGOs, farmers and entrepreneurs.
- ξ 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)<sup>4</sup> 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. During the last quarter of 2001, the Enterprise Development Centers achieved the following activities:

1. The Production of the CDE annual activity report.

During the month of October 2001, a large portion of the CDE personnel's time was dedicated to gathering the data and information needed to finalize CDE activity report for the fiscal year 2001 (of October 1, 2000 to September 30, 2001).

2. Development of a reorientation strategy for the Enterprise Development Center (CDE) to increase its 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 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 reviewed the proposed re-orientation strategy for the project's Enterprise Development Centers (CDEs) and provided suggestions for further improvement, and assisted the VITA field staff in developing additional activities to be implemented by the CDE personnel in Conakry and Labé. These activities focused on providing better support to rural enterprises operating within the ENRMA priority non-agricultural sub-sectors (e.g. honey production, shea butter, etc.).

---

<sup>4</sup> The ENRMA proposal refers to these Centers as "Training, Information and Enterprise Development (TIED) Centers". The ENRMA project staff has adopted the shorter French equivalent of "*Centres de Développement des Entreprises - CDEs*" or Enterprise Development Centers. The third CDE created in Guéckédou was closed in September 2000 due the security situation in the Forest Region.

In accordance with the recommendations of M. Richard Slacum, the ENRMA IR-3 Management Team took a series of actions during the fourth quarter of 2001 to reorient the project's Enterprise Development Centers (CDE). Specifically, a workshop was organized by the IR-3 Team on October 31, 2001, to present the CDE reorientation strategy to the other ENRMA partners. Through a participatory approach, the IR-3 Team conducted a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the Enterprise Development Center and revised its overall mission and strategic objectives in the light of the reorientation strategy.

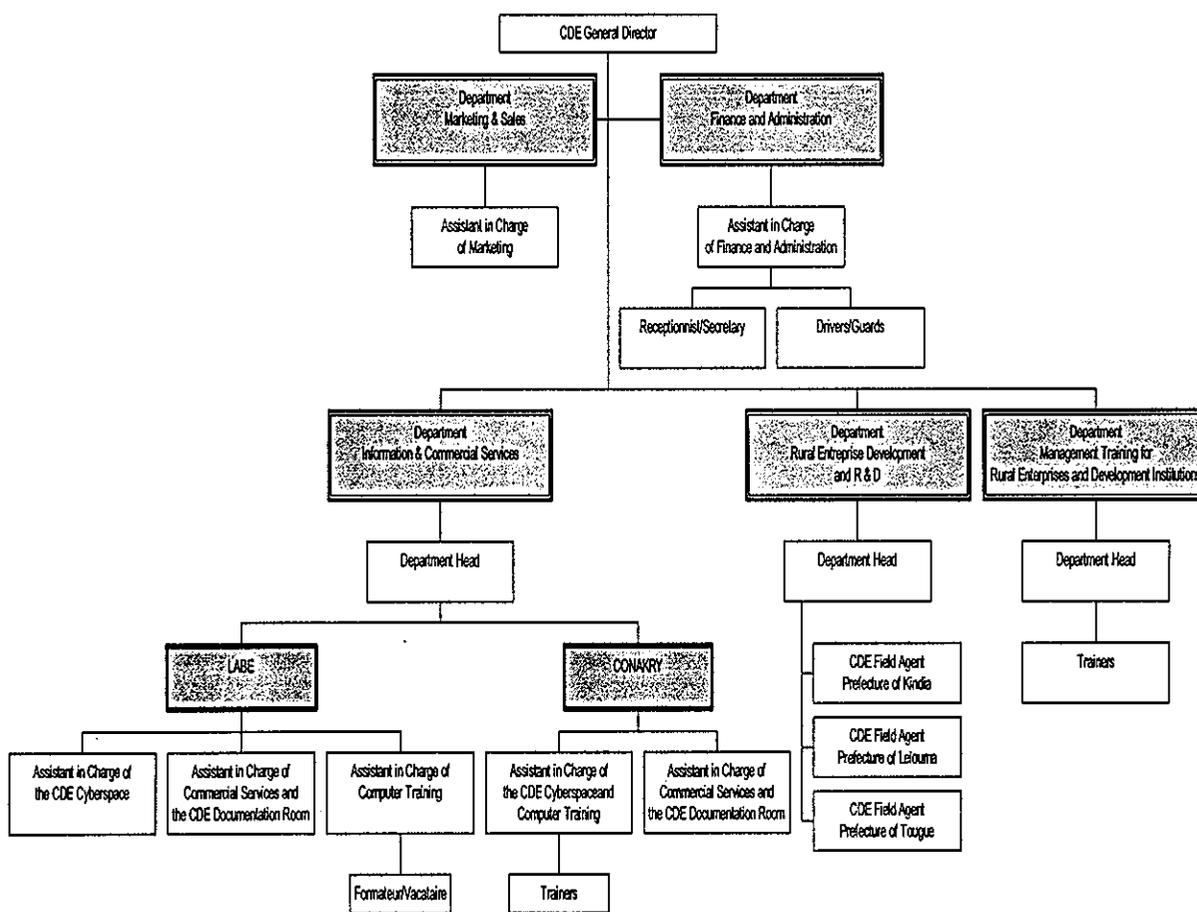
Based on the consultant's analyses and recommendations, the IR-3 Team developed a Strategic and Operational Plan for Enterprises Development Center – CDE that describes the new orientation of the CDE and proposes an implementation calendar for the activities needed to achieve the overall objectives of the ENRMA and those specific of the CDE.

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.

In summary, this new approach would provide a coordinated action of all the CDE services (based on overall profitability & complimentarity), and require a review & perhaps revision of the position of Center Director.

In this context, during the fourth quarter of 2001, the IR-3 Team restructured the organization chart of the CDE, revised the different scopes of work of the CDE personnel in concordance with the new organization chart and the recommendations of M. Slacum, and reassigned the CDE staff to new posts. The following organization chart has been adopted as a result of the reorientation of the CDE:

### Organigramme du Centre de Developpement des Entreprises (CDE)



**The CDE's mission.** The mission of the Enterprise Development Center is to improve the standard of living of rural communities by contributing to the creation and to the extension of environmental friendly micros and small enterprises by offering proximity Business Development Services (BDS). In order to achieve its mission, the CDE will be developed as a mean of informing and educating rural entrepreneurs in ENRMA's target areas about new green technologies and new market opportunities, and providing them with a variety of business development services. In this context, the CDEs must:

- ξ Help entrepreneurs access relevant information that will assist them in making better decisions about business and business expansion.
- ξ Assist entrepreneurs identify the necessary technology to speed up their production process and save labor, increase the efficiency of the production process, improve product quality and, foster innovation.
- ξ Provide a training center for NGOs, farmers and entrepreneurs.
- ξ Create linkages among various stakeholders and fulfilling an advocacy role by bringing together and helping create associations to meet area needs.

**The driving principles of the CDE reorientation strategy.** The implementation of the CDE strategy will be guided by several driving principles:

- ξ To help the shutter development of enterprises (RI 3) and the other shutters of the project to develop some mechanisms capable to contribute to the safeguard of the natural resources in Guinea, and to encourage the synergy between the different partners of the PEGRN.
- ξ To Concentrate the efforts, in order to make a better use of the existing resources of the Shutter Development of enterprises (RI 3) in term of logistical and human, rather than to increase in a meaningful way the material or the staff.
- ξ To consider the long-term viability of the activities to lead by the CDE, like an assumption and a motor of development.

**The CDE strategic objectives.** In order to measure the progress toward the achievement of CDE mission, the Center's personnel set the following strategic objectives:

- ξ During the next two years, the CDE will pursue strategies to develop new business development services and to diversify towards new markets, while strengthening the capacity of its staff, its administrative and financial management systems, and its other institutional capacities.
- ξ From now until September 2004, more than 976 groups and/or enterprises will have adopted new technologies appropriated in the ENRMA interventions zones as a result of CDE services.
- ξ From now until September 2004, 250 groups and/or enterprises will be created and 463 others will have expanded their activities in the ENRMA interventions zones.
- ξ From now until September 2004, the IR-3 Team will create a local structure to institutionalize the activities of the CDE after the project phase.
- ξ From now until September 2004, the CDE will achieve an operational cost-recovery ratio of 75% and will progressively access other sources of financing in order to assure its long-run financial viability and to continue to offer business development services to enterprises after the project.

**The services of the CDE.** In order to reach its strategic objectives, the CDE will offer the following Business Development Services:

**(1) Business Development Services targeting rural entrepreneurs:** Such as appropriate technology training sessions (apiculture, soap-making, shea-butter, tye-dying, etc.); organization and operational support services for rural enterprises; the development of the feasibility studies, needs identification and the development of the business plans for environmental friendly village based organizations/enterprises operating in the ENRMA activity zones; the establishment of market linkages (access to the inputs and merchandising of products in partnership with ACA and other partners); and facilitating access to financing (Pilot Credit Program of the

ENRMA or other sources of financing - i.e. The Network of the "*Caisses Communautaires de Croissance - C*", PRIDE/Finance, "Credit Rural", etc.).

**(2) Management training/consultation services for enterprises and/or the Development Institutions:** Such as training in Sub-Sector Analysis; governance training; training in the creating and management of cooperatives; training on the fundamental principles of saving and loans cooperatives; training on how to better involve women in development activities; training on how to obtain business financing; secretarial training techniques; accounting and internal control training; human resources & logistics training; budgeting and cash-flow management training; stock management training; etc.).

**(3) Information and Commercial Services:** Such as public Internet access (The Cyberspace); the establishment of documentation rooms; Information researches via the Internet; Computer literacy training; and other commercial services like: photocopies, book-binding, emails/fax service, data-entry, development of advertising support materials: business cards, unfolds, booklets, packing labeling, etc.).

The strategic positioning of the CDE will be reflected in its objectives and operational activities that are detailed in the action Plan.

### 3. Recruitment of field agents for the CDE.

In conformity with the reorientation strategy of the CDE, the IR-3 team developed the scope of work for the CDE field agents to be hired in order to ensure proximity Business Development Services in the ENRMA target zones of ENRMA (Kindia, Lélouma, Tougué and Dabola). The IR-3 team initiated the recruitment process for the CDE field agents with a national recruitment notice on December 17, 2001. As a result of the notice, the IR-3 Team received more than 100 candidacies. Following the review of the dossiers of the candidates by the Selection Committee, 35 candidates were selected for the test/interview phase which was scheduled for January 17-18, 2002, and the IR-3 team intends to complete the recruiting process by the end of January 2002.

### 4. Development of an action plan for the Apiculture subsector for the next six months.

Based on the experience of the first two years of the project in supporting the enterprise creation around the classified forest currently under co-management, the IR-3 Team developed a short-term strategy to support to beekeepers operating in these zones in order to strengthen the capacities. This strategy is based on three phases:

**Phase I: Support to local carpenters in the production of Kenyan bee hives in the ENRMA target zones.** Identification of carpenters, in partnership with local beekeepers, and offering training a series of training sessions on how to produce Kenyan bee hives in order to ensure a local production for the local beekeepers and to facilitate the access to these improved bee hives, and, if needed, the development of a partnership agreement between the local bee-keepers and carpenters concerning the purchase of the bee hives.

**Phase II. Support in the creation of Pilot Apiculture Cooperatives in the ENRMA target zones.** One of the major constraints for the creation of apiculture enterprises which can serve as a forum for promoting the use of new environmental friendly apiculture technologies is the difficulties faced by local bee keeper in procuring apiculture inputs such as Kenyan bee hives, protective uniforms, etc. In order to reduce this constraint in the ENRMA target zones, the CDE support strategy proposes the facilitate the injection of 300 Kenyan bee hives in those zones in collaboration with the pilot apiculture cooperatives to be created in the three prefectures of targeted by the project: Tougué (in Diaforé and in Bakoum), Lélouma (in Nyalama) and Kindia (in Sougueta).

**Phase III. Capacity strengthening of the members of the pilot apiculture cooperatives (CPA).** The activities of this phase will be aimed at strengthening of the capacities of the CPA by training their members in the principles and operations of a cooperative, in negotiation techniques, and the benefits of group sales. The recruitment of the CDE field agents will allow closer support and monitoring of the CPAs.

#### 5. The participation of the CDE in the Appropriate Technology Fair organized in Tamba Kounda.

From November 6-12, 2001, Mr. Alimou Diallo, the Head of the Rural Enterprise Development Department of the CDE, accompanied by M. Rafael Ouamouno, Deputy Technical Coordinator of Winrock International, and Mr. Laye Traoré, representing the *Agence pour la Commercialisation Agricole* (ACA), represented the CDE at the Appropriate Technology Fair organized by SAHEL-2000 and USAID/Senegal under auspices of the DYNA-Enterprise project in Tamba Kounda, Senegal. The objectives of the mission were:

- ξ To contact Senegalese entrepreneurs and other entrepreneurs operating in the rural sector;
- ξ To identify and exchange ideas with the participants concerning local and imported post-harvest transformation technologies;
- ξ To identify and inventory the different post-harvest transformation technologies presented during the Appropriate Technology Fair;
- ξ To identify and describe the appropriate technologies that could be transferred to the rural enterprises supported by the CDE/ENRMA;
- ξ To identify and list the suppliers of these appropriate technologies;
- ξ To obtain information concerning how to procure the identified technologies; and
- ξ To identify potential markets for the rural enterprises supported by the CDE/ENRMA (honey, Shea-butter, etc.).

Following his participation to the Techno-Fair, Mr. Alimou Diallo made the following recommendations to the IR-3 team which will be examined by the Direction of the Project to determine their feasibility:

- (1) Contact the suppliers of post-harvests treatment technologies; and
- (2) In order to facilitate the implementation of all these contacts and to harmonize with the intervention program of the ENRMA, the team recommended the following action plan:

- ξ Organize informational sessions concerning the introduction of these new post-harvest technologies in the ENRMA target zones (Kindia, Lélouma, Tougué and Dabola).
- ξ Identify one or two pilot village-based organizations per activity zone in order to test the introduction of the new post-harvest technologies.
- ξ Contact the suppliers of these technologies to organize a mission Guinea to train artisans in the use and maintenance of the machines to be promoted.

#### 6. CDE Performance.

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

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

As of December 31, 2001, the CDE has received an average of 264 visitors per month<sup>5</sup>.

<sup>5</sup> From October 1 to December 31, 2001, the CDE received 792 visits (445 visits in Labé and 347 visits in Conakry), therefore, the average number of visits in the CDE for the fourth quarter of 2001 is 264.

The following three tables provide detailed information on the other two of these indicators as of December 31, 2001.

<b>Summary of the Technology Training Sessions Organized by the CDE as of December 31, 2001</b>						
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
<b>TOTALS (as of September 30, 2001)</b>				<b>825</b>	<b>294</b>	<b>1 119</b>
<b>Comparison of the first two years of the project (October 1, 1999 to September 30, 2001):</b>						
Total Number of participants in Year 1				11	84	95
Total Number of participants in Year 2				814	210	1 024
<b>TOTAL NUMBER OF PARTICIPANTS</b>				<b>825</b>	<b>294</b>	<b>1 119</b>
<b>PERCENTAGE (%)</b>				<b>74%</b>	<b>26%</b>	<b>100%</b>

<b>A Breakdown of the Enterprises which have adopted new technologies by Activity Sector as of December 30, 2001</b>				
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
<b>TOTALS</b>		<b>142</b>	<b>132</b>	<b>274</b>
<b>Comparison of the first two years of the project (October 1, 1999 to September 30, 2001):</b>				
Total Number of participants in Year 1		5	25	30
Total Number of participants in Year 2		137	107	244
<b>TOTAL NUMBER OF PARTICIPANTS</b>		<b>142</b>	<b>132</b>	<b>274</b>
<b>PERCENTAGE (%)</b>		<b>51.8%</b>	<b>48.2%</b>	<b>100%</b>

As suggested by the tables above, 1,143 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 as of December 31, 2001<sup>6</sup>. It should also be noted that the number of persons trained by the CDE 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.

<sup>6</sup> The Enterprises Development Component will make field investigations during the month of March 2002 to determine the number of enterprises having adopted some new technologies.

The following table provides a summary of the cost-recovery performance of the project's Enterprise Development Centers (CDE) as of December 31, 2001:

Cost-recovery performance of the Enterprise Development Centers (CDEs) as of September 30, 2001 (in GNF)						
Revenues & Costs	4 <sup>th</sup> Quarter 2001			January 1 to December 31, 2001		
	Conakry CDE	Labé CDE	TOTAL	Conakry CDE	Labé CDE	TOTAL
<b>Revenues:</b>						
Training Revenues	761 875	3 572 100	4 333 975	3 823 755	10 174 275	13 998 030
Cyberspace Revenues	138 000	0	138 000	195 900	0	195 900
Revenues from admin. services (Photocopies, etc.)	63 800	164 200	228 000	63 800	1 801 000	1 864 800
Other revenues	368 400	7 500	375 900	368 400	805 700	1 174 100
<b>Total Revenues</b>	<b>1 332 075</b>	<b>3 743 800</b>	<b>5 075 875</b>	<b>4 451 855</b>	<b>12 780 975</b>	<b>17 232 830</b>
<b>Operational Costs:</b>						
Personnel medical Expenses	217 530	483 135	700 665	1 403 299	1 506 820	2 910 119
Salaries & benefits	4 614 242	6 755 313	11 369 555	20 029 809	21 936 721	41 966 529
Staff training & local consultant fees	0	276 000	276 000	3 547 500	5 162 500	8 710 000
Lodging & per diems	1 371 650	1 183 000	2 554 650	2 806 650	3 540 000	6 346 650
Office rent	3 276 720	0	3 276 720	6 473 520	0	6 473 520
Water & electricity	0	0	0	685 616	429 773	1 115 389
Moving expenses	0	107 850	107 850	79 000	111 450	190 450
Office maintenance & repairs	0	0	0	0	170 000	170 000
Equipment maintenance & repairs	0	127 700	127 700	145 000	335 700	480 700
Vehicle maintenance & repairs	506 100	459 492	965 592	1 140 679	1 201 361	2 342 040
Motorcycle maintenance & repairs	0	0	0	0	22 500	22 500
Telephone, fax & internet	0	90 000	90 000	30 500	90 000	120 500
Printing	150 000	0	150 000	815 000	575 000	1 390 000
Computer supplies	0	568 000	568 000	1 055 828	756 000	1 811 828
Office Supplies	531 331	531 332	1 062 663	531 331	531 332	1 062 663
Marketing & Publicity	875 000	916 500	1 791 500	3 245 000	4 450 700	7 695 700
Vehicle & motorcycle fuel	109 000	625 000	734 000	734 000	3 359 550	4 093 550
Insurance	0	0	0	30 000	0	30 000
Meetings & Conferences	34 000	0	34 000	34 000	111 900	145 900
Temporary services & translation	0	0	0	160 000	0	160 000
<b>Total Operational Costs</b>	<b>11 685 573</b>	<b>12 123 322</b>	<b>23 808 895</b>	<b>42 946 732</b>	<b>44 291 307</b>	<b>87 238 039</b>
<b>Profit/Loss On Operations</b>	<b>(10 353 498)</b>	<b>(8 379 522)</b>	<b>(18 733 020)</b>	<b>(38 494 877)</b>	<b>(31 510 332)</b>	<b>(70 005 209)</b>
<b>Cost-Recovery Ratio (Revenues/Total Operational Costs)</b>	<b>11.4%</b>	<b>30.9%</b>	<b>21.3%</b>	<b>10.4%</b>	<b>28.9%</b>	<b>19.8%</b>

As indicated by the table above, the Enterprise Development Center (CDE) covered 21.3% of its operational costs during the fourth quarter of 2001, and 19.8% from January 1 to December 31, 2001. 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* – C<sup>3</sup> and the ENRMA Pilot Credit Program):**

During the fourth quarter of 2001, the IR-3 team intensified its activities related to the creation of a network of Community Savings and Loans Associations (*Caisses Communautaires de Croissance* – C<sup>3</sup>) and 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.

1. Continued expansion of the project's Rural Network of Caisses Communautaires de Croissance – C<sup>3</sup>.

During the fourth quarter of 2001, the IR-3 Team worked closely with the local communities in the District of Tanéné in the prefecture of Kindia in order to settle a new C<sup>3</sup> to:

- ξ Identify members for the C<sup>3</sup> Management Committees; develop draft "Règlements Intérieurs";
- ξ Select two C<sup>3</sup> cashier candidates;
- ξ Sign "Accords de Collaborations" between the project and the C<sup>3</sup>;
- ξ And organize initial training sessions for the members of the Management Committees and Cashiers.

With the help of the Management Committees of the C<sup>3</sup> of Tanéné, the rural financial services agents worked with local communities to identify the buildings that would house each the C<sup>3</sup>. Cost estimates were then prepared for the renovations that would ensure adequate security for the C<sup>3</sup> and convey the proper image (painting the building with a standard color scheme, and the installation of metal doors and window grills), and all necessary renovations were initiated.

*A Success Story for the C<sup>3</sup> in Kolenté*

Name: M. Issiaga DRAME

Client Number: 1010022

Address: Préfecture of Kindia, CRD of Kolenté, District Kolenté-Centre

Type of enterprise activity: Agriculture production and marketing



Through his membership with *the Caisse Communautaire de Croissance - C<sup>3</sup>* in the District of Kolenté-Centre in the Préfecture of Kindia, M. Dramé received a loan which allowed him to buy needed inputs to start producing on two fields – a peanuts and a rice field.

According to M. Dramé, The sales of his peanut and rice harvests allowed him to repay his loan to the C<sup>3</sup>, to save the double of the amount borrowed, and to achieve some activities that for a long time were deferred because of the lack of financial resources.

2. The latest statistics of the project's Rural C<sup>3</sup> Network.

As indicated by the table below, 29 C<sup>3</sup>s were operational as of December 31, 2001, and the Rural C<sup>3</sup> Network had 2,960 members who had mobilized a total of 258,970,730 GNF.

<b>Statistics of the Rural Network of <i>Caisses Communautaires de Croissance</i> – C<sup>3</sup>s as of September 30, 2001</b>							
C <sup>3</sup>	Number of Members				Amount of Financial Resources Mobilized (GNF)	Number of Loans Disbursed	Amount of Loans Disbursed (GNF)
	M	W	GIE or Instit.	Total			
<b>PREFECTURE OF KINDIA:</b>							
<i>CRD of Kolenté:</i>							
1. Kolenté-Centre	106	72	13	191	36 213 120	150	16 844 000
2. Wolia	89	69	0	158	2 811 700	85	3 675 000
3. Misside	79	31	0	110	1 576 200	21	1 500 000
4. Kabèlèya	87	47	2	136	4 525 500	126	5 250 000
5. Dalonfary	64	34	0	98	3 714 500	34	2 075 000
<i>CRD of Sougueta:</i>							
6. Linsan-Centre	112	55	8	175	108 169 500	140	26 250 000
7. Sougueta-Centre	48	49	6	103	9 170 500	61	4 655 000
8. Tafori	66	50	13	129	4 534 600	46	1 914 000
9. Guemessoron	53	30	0	83	498 000	0	0
10. Sangoya	24	21	0	45	225 000	0	0
<i>Subtotal Kindia</i>	<i>742</i>	<i>463</i>	<i>43</i>	<i>1 248</i>	<i>172 061 120</i>	<i>663</i>	<i>62 163 000</i>
<b>PREFECTURE OF LELOUMA:</b>							
<i>CRD of Lélouma-Centre:</i>							
11. Djinkan	53	37	3	93	2 934 500	20	4 950 000
12. Djala	48	38	0	86	747 000	20	4 120 000
13. Kenery	30	36	1	67	12 617 500	0	0
14. Petel	84	29	1	114	4 595 360	38	10 646 700
<i>CRD of Balaya:</i>							
15. Balaya-Centre	26	19	9	54	15 398 900	17	3 100 000
16. Horé Djoli	43	36	0	79	350 500	11	2 470 000
<i>CRD of Linsan-Saran:</i>							
17. Linsan Saran Centre	65	42	4	111	2 824 150	40	3 250 000
18. Kagné Gandé	77	26	9	112	1 541 500	74	4 510 000
19. Kolia	75	33	3	111	793 000	8	1 020 000
20. Komba	35	19	4	58	2 111 000	32	2 100 000
<i>Subtotal Lélouma</i>	<i>536</i>	<i>315</i>	<i>34</i>	<i>885</i>	<i>43 913 410</i>	<i>260</i>	<i>36 166 700</i>
<b>PREFECTURE OF TOUGUE:</b>							
<i>CRD of Tougué-Centre:</i>							
21. Sandaké	75	48	2	125	10 048 000	187	11 485 000
22. Soumpoura	79	66	1	146	5 817 500	108	7 725 000
23. Woulenko	69	52	0	121	1 329 400	43	3 100 000
24. Pandjé Fello	42	30	0	72	1 406 000	30	1 600 000
<i>CRD of Koin:</i>							
25. Kafah	68	50	14	132	17 233 300	160	6 525 000
26. Siguiria	62	40	7	109	5 685 600	115	7 585 000
27. Malipan	34	26	1	61	736 400	38	2 380 000
28. Solokouré	38	23	0	61	740 000	30	2 300 000
<i>Subtotal Tougué</i>	<i>467</i>	<i>335</i>	<i>25</i>	<i>827</i>	<i>42 996 200</i>	<i>711</i>	<i>42 700 000</i>
<b>TOTALS</b>	<b>1 745</b>	<b>1 113</b>	<b>102</b>	<b>2 960</b>	<b>258 970 730</b>	<b>1 634</b>	<b>141 029 700</b>
<b>Comparison of the first two years of the project (October 1, 1999 to September 30, 2001):</b>							
Total for Year 1 (October 1, 1999-September 30, 2000)	199	86	4	289	2 501 000	0	0
Total for Year 2 (October 1, 2000-September 30, 2001)	1 366	921	80	2 367	215 804 750	1 158	88 701 500
Total for Year 3 (October 1, 2001-December 31, 2001)	180	106	18	304	40 664 980	476	52 328 200
<b>Total as of December 31, 2001</b>	<b>1 745</b>	<b>1 113</b>	<b>102</b>	<b>2 960</b>	<b>258 970 730</b>	<b>1 634</b>	<b>141 029 700</b>
Percentage (%)	59%	38%	3%	100%			

### 3. Additional loan fund injections made to the best-performing C<sup>3</sup>s.

In order to ensure the participation of women in C<sup>3</sup> activities, the project has encouraged the local communities to include women as members of the Management Committees. The presence of women members in this governance body should help the C<sup>3</sup>s attract a larger female clientele. 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 C<sup>3</sup>s start to distribute loans to their members.

In this context, as of December 31, 2001, the IR-3 Team provided a total loan fund injections worth 54,500,000 GNF to twenty-five operational C<sup>3</sup>s to encourage the growth and expanded outreach to the rural populations targeted by the ENRMA and to supplement the local savings mobilized.

### 4. Organization of the restitution sessions to the members of the Boards of directors of the C<sup>3</sup> to present the draft Statutes of the C<sup>3</sup>.

At the end of October and in the beginning of November 2001, the IR 3 team conducted the restitution and the popularization of the final version of the Statutes of the C<sup>3</sup> by the members of the Boards of directors and Cashiers in Pular to the different C<sup>3</sup> of the Prefecture of Tougué. After the restitution, the members demanded the translation of the statutes in Pular by using the Arab alphabet, so that they know a large diffusion in the communities in general, because the majority of the members will be able to read them and distribute them.

### 5. Translation and transcription of the latest version of the C<sup>3</sup> Statutes into Pular.

During the month of November 2001, the IR-3 team, with a technical support of the General Director of the CDE, translated the latest version of the C<sup>3</sup> Statutes into Pular. The restitution of these Statutes continues in the other activity zones of the project (Lélouma and Kindia). Following the translation of the C<sup>3</sup> Statutes, the Director of the CDE identified a local specialist to transcribe the document into Pular using the Arab alphabet during the month of December 2001. During the quarter, the translated C<sup>3</sup> Statutes were distributed to the project's Prefectoral level Rural Financial Services Coordinators and C<sup>3</sup> Boards of Directors in Tougué and Lélouma for review. The translated C<sup>3</sup> Statutes provide an important means in helping the members understand all the articles that guide operations of the C<sup>3</sup>.

### *A Success Case for the C<sup>3</sup> of Linsan*

Name: Mme. Thierno Djiba SYSAVANE

Client Number: 1020099

Address: Préfecture de Kindia, CRD de Sougeuta, District Linsan, Secteur de Linsan II

Type of enterprise activity: Restoration



At the beginning, in spite of the efforts made by the agents of the farming financial services (SFR) of the ENRMA to encourage Mrs. Sysavané to adhere to the C<sup>3</sup> of Linsan, she was hesitant because she has been disappointed by the loss of her saving at the time of the closing of the Credit Mutuel. a short time later, Mrs.. Sysavané was victim of home theft of 700.000 FG representing the income of her restaurant. Finally, while following the advice of her friends, Mrs. Sysavané decided to adhere to the C<sup>3</sup>, and she opened an demand deposit account.

Through the success of her incomes generating activities resulting from her statute of member of the C<sup>3</sup> of Linsan, Mrs. Sysavané, like many other members of the C<sup>3</sup>, could save a sum of 4.600.000 GNF in less than five months and was capable to contribute more extensively to her family's income. According to her, thanks to the advice of SFR agents of the ENRMA, Mrs. Sysavané could double her working fund of 1.500.000 FG up to 3.000.000 FG and to hire three new workers while making the difference between the capital hired for the restaurant, the gotten profits and what she must put nearby as saving.

6. A study tour to Mali to visit the « *Caisses Villageoises d'Epargne et de Crédit Autogérées (CVECA) du Pays Dogon* ».

From November 19 to December 3, 2001, a team composed of five persons representing the IR-3 component of the ENRMA (the Enterprise Development Director, the Rural Financial Services Director, and the three Prefectoral level Rural Financial Services Coordinators) participated in a study tour to Mali to visit the *Caisses Villageoises d'Epargne et de Crédit Autogérées* (CVECA) du Pays Dogon.

This study tour was part of the project's institutional capacity strengthening efforts targeting the rural C<sup>3</sup> Network that has been created under auspices of the Expanded Natural Resources

Management Activity (ENRMA) and in the context of its institutionalization.



The IR-3 team with the CVECA's managers of the village of Berely, Cercle de Koro, Pays Dogon, Republic of Mali.

The objective of the study tour was to benefit from the CVECA experience in order to assure the long-term sustainability of the saving and credits services offered by the C<sup>3</sup>s created in Guinea under auspices of the ENRMA through the creation of local structures capable to ensure the coordination and representation of the C<sup>3</sup> Network at the national level and to continue to offer the technical support and monitoring and internal control services for the C<sup>3</sup> after the project phase. In this context, the study tour team examined the following questions linked to the institutional and operational aspects of the CVECA Network:

**The Institutional Aspects:**

- ξ Are the CVECA organized by region? If yes, what type of structure (Union, Federation, etc.) was set-up to ensure the coordination of the CVECA by region, and what are the lessons to be learned by this experience?
- ξ What type of umbrella structure was set-up to offer the internal control and technical support to the CVECA at the end of the project phase? What is the operational structure (organization chart, specifications of the staff, etc.) of this central structure?
- ξ What is the legal form was adopted for this umbrella structure?
- ξ What roles and responsibilities have been decentralized to the level of the CVECA and which have been kept at the umbrella structure level at the end of project phase?
- ξ What was the strategy adopted by the umbrella structure to assure her financial everlastingness and what are the different sources of incomes of this structure?
- ξ How the collaboration between the CVECA and the umbrella structure evolve with time? What difficulties have been met and what are the lessons learned through this experience?

**The Operational Aspects:**

- ξ What is the operational structure of the CVECA?
- ξ How do the CVECA assure the internal control function to the local level?
- ξ What is the remuneration policy adopted by the CVECA (for the cashiers and the controllers)?
- ξ What improvements have been made to the information system of the CVECA and the central structure?

Following the study tour to Mali, the team suggested the following actions as recommendations with regard to the institutionalization of the activities of the C<sup>3</sup> which will be studied by the IR-3 management team:

- ξ In light of the CVECA experience and the realities in Guinea, the IR-3 Team should assist the C<sup>3</sup>s to create a C<sup>3</sup> Union at the level of each Prefecture in order to facilitate the coordination and control.
- ξ The IR-3 Team will need to actively participate in the discussions with the BCRG on the development of the regulations governing institutions of microfinance in Guinea, and should benefit the Malian experience in this respect.
- ξ The IR-3 Team should take into account the CVECA Network experience and that of other institutions in the region, in analyzing the different options regarding to the creation of an umbrella structure to assure the coordination and representation of the C<sup>3</sup> to the national level and to continue to offer the technical support and monitoring and internal control services for the C<sup>3</sup> after project phase (i.e. the creation of a Federation, the setting up of an autonomous structure as a GIE or NGO, etc.). In this light, the IR-3 team could organize another study tour in Benin to visit the FECECAM in order to take advantage of their experience of a rural network of saving and loans cooperatives.
- ξ The IR-3 Team should revise current C<sup>3</sup> administrative documents and the Accounting Procedures Manual in order to improve the monitoring and control of the financial operations of the C<sup>3</sup>.
- ξ The IR-3 Team should organize literacy training sessions for the members of the Boards of Directors of the C<sup>3</sup> in order to strengthen their capacity of management and their understanding of the organizational documents, and should increase the number of technical training sessions targeting the C<sup>3</sup> Cashiers.
- ξ The IR-3 Team should identify and train an internal controller for each C<sup>3</sup> among the existing cashiers. These internal controllers will be able to be used in the long term by the Unions of the C<sup>3</sup> to perform cross controls of the C<sup>3</sup> members.
- ξ The IR-3 Team should encourage the participation of the Director of the Rural Financial Services, the Prefectoral level Rural Financial Services Coordinators, and Rural Financial Services agents in conferences, seminars, and exchange visits in the region as well as the exchange visits in the different activity zones of the project in order to strengthen their technical capacities.
- ξ The IR-3 Team should encourage “*Inter-Caisse*” visits for the members of the Boards of Directors and the Cashiers of the C<sup>3</sup> in order to reinforce their technical capacities.

7. Development of an IGP proposal for the Micro-enterprise Development Office of USAID/Washington for the C<sup>3</sup> Network.

During the fourth quarter of 2001, the RI-3 Team, in collaboration with VITA home office, developed an IGP proposal for the Micro-enterprise Development Office of USAID/Washington to strengthen the institutional capacity and to increase the outreach of the services of the rural C<sup>3</sup> Network created under the auspices of the ENRMA. Specifically, interventions proposed in the IGP proposal aim at strengthening the Network of the C<sup>3</sup> by:

- ξ Improving the financial performance of the C<sup>3</sup>;
- ξ Improving the outreach of the financial services offered by the Network of the C<sup>3</sup>;
- ξ Encouraging the growth and the expansion of the activities of the C<sup>3</sup> while complementing locally mobilized savings with additional loan funds.
- ξ Diversifying the products and financial services offered by the C<sup>3</sup>; and
- ξ Setting an umbrella structure capable of assuring the coordination and representation of the C<sup>3</sup> Network at the national level and to continue to offer the technical support and monitoring and internal control services of the C<sup>3</sup> after the project phase.

The financing demand has been submitted in December 2001, and the IR-3 team expects to receive an answer from the USAID/Washington office before the end of February 2002.

8. The Ambassador of the United States of America visit to the C<sup>3</sup> in Dyinkan, Lélouma.

On December 29, 2001, the US Ambassador to Guinea made a courtesy visit to the ENRMA office in Lélouma, and visited the C<sup>3</sup> in Dyinkan, accompanied by the local *Préfet*, representatives from USAID and the ENRMA.

During his stay in Dyinkan, the Ambassador met with the local authorities, and had an interview with the President of the Board of Directors, the cashiers and some customers of the C<sup>3</sup>.



The Ambassador of the United-States with the *Préfet*, the Président of the Board of Directors of the C<sup>3</sup> of Dyinkan, the IR-3 Team and the populations during his visit in the District of Dyinkan.

***The ENRMA Pilot Credit Program***

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

During the fourth quarter of 2001, the IR-3 Team intensified its Pilot ENRMA Credit Program activities targeting the Agricultural Production and Marketing Groups/Associations supported by other ENRMA partners. To date, the IR-3 Team has financed 111 Agricultural Production and Commercialization Associations supported by the local NGO partners in the ENRMA target zones and 48 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.



Disbursement of loans at the C<sup>3</sup> of Sougueta of the cashiers and the members of the board of directors assisted by SFR agents of the ENRMA.

## 2. Latest statistics of the Pilot ENRMA Credit Program.

As indicated by the following table, as of December 31, 2001, the IR-3 Team has disbursed a total of 2,783 loans valued at 131,101,300 GNF to 46 entrepreneurs and 2,735 members of 111 Group-based Associations (*Groupements d'Intérêt Economique - GIE*) in the ENRMA target zones under the auspices of the Pilot ENRMA Credit Program<sup>7</sup>:

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 DISBURSED (GNF)	AMOUNT OF LOANS OUTSTANDING (GNF)
	Number of Enterprises	Number of Associations (GIEs)	Men	Women	Total		
Lélouma	32	33	217	489	706	47 962 000	25 245 600
Tougué	6	54	548	916	1 464	52 171 300	30 692 205
Kindia	7	23	289	319	608	22 868 000	13 893 600
Labé	1	1	5	0	5	8 100 000	4 725 000
<b>TOTALS</b>	<b>46</b>	<b>111</b>	<b>1 059</b>	<b>1 724</b>	<b>2 783</b>	<b>131 101 300</b>	<b>74 556 405</b>
<b>Comparison of the first three years of the project:</b>							
Total for Year 1 (October 1, 1999-September 30, 2000)	3	6	9	18	27	7 600 000	
Total for Year 2 (October 1, 2000-September 30, 2001)	25	68	747	1 342	2 089	82 361 500	
Total for Year 3 (October 1, 2001-December 30, 2001)	18	37	303	364	667	41 139 800	
<b>Total for Years 1 &amp; 2</b>	<b>46</b>	<b>111</b>	<b>1 059</b>	<b>1 724</b>	<b>2 783</b>	<b>131 101 300</b>	
<b>Percentage (%)</b>	<b>29%</b>	<b>71%</b>	<b>38%</b>	<b>62%</b>	<b>100%</b>		

## IV. Problems encountered, and proposed solutions

The following section presents a summary of the different problems faced by the Enterprises Development (IR-3) component of the ENRMA during the fourth quarter of 2001. Although some questions remain in suspense, some recommendations have been made to try to identify the ways to solve them.

**Difficulties in meeting the needs of rural entrepreneurs.** The clients targeted by the Enterprises Development Component (IR-3) and by the Production and Agricultural Marketing Component (IR-2) of the ENRMA should be trained before receiving loans for agriculture inputs. However, due to the requirements of agriculture calendar and weak payment capacity of these village based organizations, the training sessions were not offered before hand. As a result, PRIDE/Guinée/Formation has experienced difficulties in reconciling the needs in terms of supporting the rural based entrepreneurs in the project's target zones, the availability of these entrepreneurs during the agriculture season, and the need to improve its cost recovery performance. Efforts to reinforce the synergy and the complementarity between the different project components should continue in order to reduce these constraints.

**The achievement of the indicator No. 15: the number of enterprises in expansion.** According to the management team of PRIDE/Guinée/Formation, there is some confusion as to the definition and logical relationship between performance indicators 15 and 16 of the ENRMA. In theory, the number of enterprises having adopted new management practices should be larger than the number of enterprises in expansion; however, the opposite is the case for the project's indicator framework. It is among the pool of those enterprises having adopted new management practices which experience has shown to experience business expansion. The IR-3 Team recommends that indicators 15 and 16 be revised to take this problem into account.

**The payment of the training fees - a problem of mentality and incomes.** The rural entrepreneurs operating in the ENRMA targets zones have been heavily influenced by the donor mentality which has been reinforced by the different development projects implemented in the past, and as a result, they do not easily understand the

<sup>7</sup> It should be noted that the number and amount of loans include those disbursed to both on-farm and off-farm related enterprises.

project's philosophy of requiring them to pay for the enterprise development training sessions. The NGO PRIDE/Guinée/Formation continues to reinforce its institutional marketing activities at all levels. Training fees have been revised and adapted to the financial realities of the rural entrepreneurs.

**Logistical difficulties in organizing training sessions in the rural setting.** For the trainings organized at the Districts and Sector levels, the logistical aspects (such as the availability of training rooms and lodgings for the trainers, audiovisual equipment, means of transportation for the training material, communication between field and the headquarters office in Conakry, transportation and lodging for the rural entrepreneurs) are often difficult to insure, but PRIDE/Guinée/Formation Trainers have made strides in adapting their training methods to the rural setting.

**Creation and development of the non-agricultural farming enterprises are difficult in some areas.** The markets are very narrow for the sale of the products and services non-bound to the agricultural production. At the beginning of the project, we counted a lot on the markets of Kindia-Center, Labé-Center, Kissidougou, Guéckédou and Macenta, Which are centers of predilection for the micro and small enterprises. Currently the Direction of the Project requires going in the Districts and farming Sectors and around the classified forests of Bakoun, Nialama, Souti yanfou and Dabola. In these activity zones the populations are farmers to more than 95%, and PRIDE/Guinée/Formation team meets some difficulties in the possibilities of the creation and the development of non-agricultural farming enterprises.

**Identification of the buildings to shelter the C<sup>3</sup>.** The identification of the buildings to shelter the C<sup>3</sup>, was not without its share of difficulties. At the beginning, the project approach was to ask the local communities to identify and to renovate the local for the offices, and to order a minimum of office supplies to be repaid by them. As for the project, it had to provide the methodology of the C<sup>3</sup> and the training to its use, and for one year, the office supplies, the administrative documents and the safe. However, considering the level of poverty in the districts targeted by the ENRMA, the project continues to take in charge 25 to 45% of the costs associated to the renovation of the buildings placed at the disposal by the districts, to increase the physical security of the offices of the C<sup>3</sup> and in this way, the confidence of the local population. The Enterprises Development Component Direction (IR 3) must continue to multiply contacts to find additional financings (i.e. IGP, ADF, etc.) for the renovations and/or the constructions of the buildings, the facilities and the credit fund for the C<sup>3</sup>.

**Repayment difficulties for a few village based agriculture associations financed under the auspices of the ENRMA Pilot Credit Program in the Prefectures of Tougué and Lélouma.** The project's rural financial services agents continue to encounter some difficulties related to the repayment of the loans of the Pilot Credit Program with some village-based organization supported by the project. Nevertheless, the project's agents continue to put the pressure on the leaders of these organizations, and the IR-3 team will continue to encourage prudence on the part of its agents in the analysis and disbursement of loans under the auspices of the ENRMA Pilot Credit Program.

**Other logistical difficulties.** The other logistical difficulties faced by the IR-3 Team are transversal in nature, and they concern the other ENRMA partners as well. Following the different meetings organized by the Direction of the ENRMA, the need to improve the project's office in Tougué has become apparent, and PRIDE/Guinée/Formation has submitted proposals resolve these problems to the project's Management Team. The radios in the project's offices in Tougué and Lélouma do not perform satisfactorily, and PRIDE/Guinée/Formation headquarter's office in Conakry doesn't have a radio – making communications with the project's offices in the interior of the country extremely difficult. The project could solve these communication problems by installing the solar panels in the Lélouma and Tougué offices in order to insure a reliable the power supply for the radios that are already installed. Finally, the supervision and coordination of the Enterprises Development Center activities (CDE) and the Rural Financial Services activities (The Network of the C<sup>3</sup> and the Pilot Credit Program of the ENRMA) could be facilitated by the purchase of another project vehicle given that the two existing vehicles are not sufficient in relation to the volume of activities. In order to resolve this logistical problem, the project's management team intends to order at least one other vehicle for the IR-3 Team.

## V. The action Plan for the fiscal year of 2002 and the perspectives for the first quarter of 2002.

During the fourth quarter of 2001, an action Plan describing the activities that will be implemented by VITA and its partner PRIDE/Guinée/Formation under the auspice of the Enterprises Development Component (IR-3) during the fiscal year 2002 (October 1st, 2001 to September 30, 2002), was developed and submitted to the other partners of the project for commentaries. The action Plan is based on the 18-month Work Plan developed in April 2001, and it presents, in detailed manner, the activities to be implemented by *Préfecture* in order to accomplish the objectives and performance indicators the project.

By September 30, 2002, the team of the IR 3, in collaboration with its partner PRIDE/Guinée/Formation, will intensify its activities in the actual three activity zones of the ENRMA: Kindia, Lélouma and Tougué:

- ξ By training more than 1.220 people through the organization of 62 training workshops in management and while offering support services to more than 670 farming entrepreneurs.
- ξ By creating 15 new *Caisses Communautaires de Croissance - C<sup>3</sup>*; and
- ξ By granting more than 1.008 loans and mobilizing more than 20.700.000 GNF in financial resources.

During this same period, the team of the Enterprises Development Component (IR 3) will expand its services in the *Préfecture* of Dabola:

- ξ By training more than 456 people through the organization of 18 training workshops in management and by offering support services to more than 192 farming entrepreneurs.
- ξ By creating 3 new *Caisses Communautaires de Croissance - C<sup>3</sup>*; and
- ξ By granting more than 88 loans and mobilizing more than 1.800.000 GNF in local financial resources.

Last but not least, the IR-3 team will continue to reorient the activities of the Enterprises Development Center - CDE in order to increase his contribution to the achievement of the global objectives of the ENRMA.

Through a geographical planning approach, the IR-3 Team expects to reach the following targets for the performance indicators by *Préfecture* during fiscal year 2002:

Targets for IR-3 Indicators for the fiscal year 2002 (October 1, 2001 – September 30 2002)						
NUMBER	INDICATORS	PREVISIONS (October 1, 2001-September 30, 2002)				
		Kindia	Lélouma	Tougué	Dabola	TOTAL
14 (IR 3a)	The number of enterprises newly established in the activity zones	90	90	90	90	350
15 (IR 3b)	The number of enterprises which have expanded in the activity zones	260	260	260	260	1.020
16 (IR 3.1a)	The number of enterprises which adopt new management techniques	85	85	85	85	325
17 (IR 3.1b)	The number of enterprises which are still in existence at least one year after having adopted a new management technique	55	55	55	0	156
18 (IR 3.2)	The number of enterprises having adopted new technologies in the activity zones	50	65	62	33	210
19 (IR 3.3a)	The number of loans granted in the project zones	307	285	416	88	1.095
20 (IR 3.3b)	The amount of loans granted in the project zones (Thousands GNF)	15.736	14.612	21.356	4.496	56.200
21 (IR 3.3c)	The number of savers in the project zones	620	576	841	177	2.214
22 (IR 3.3d)	The amount of money saved in the project zones (Thousands GNF)	6.300	5.850	8.550	1.800	22.500
23	The number of visitors each month visiting the Enterprise Development Centers – CDEs	-	-	-	-	250
24	The rate of operational viability of the Enterprise Development Centers - CDEs (Total revenues/Total Costs)	-	-	-	-	30%
25	The number of Community Savings Unions (C's) created in the project zones	3	2	10	4	18

In conformity with the implementation of the IR-3 Action Plan for 2002, VITA and PRIDE/Guinée/Formation intend to implement the following activities during the first quarter of 2002:

- ξ From January to March 31, 2002, the enterprise development training and support activities will be led by PRIDE/Guinée/Formation in conformity with its action Plan for each activity zone of the ENRMA (Kindia, Lélouma, Tougué and Dabola).
- ξ More and more, the team of PRIDE/Guinée/Formation notes that it has an important role to play in the improvement of the agents' performances of the other project components managed either by Winrock, LOL and ACA (RI-1 and RI-2). In this context, PRIDE/Guinée/Formation will participate in the new program of support to the Agricultural organizations and the strengthening of the capacities of the NGOs partners of the project.
- ξ Organization of the IR-3 yearly Retreat.
- ξ Revision of the CDE business Plan taking into account its reorientation strategy.
- ξ Implementation of the support strategy targeting beekeepers in the ENRMA target zones.
- ξ Identification of a new office for the CDE in Labé.
- ξ Completion of the Shea Butter Sub-sector analysis and the development of the Concept paper for this Sub-sector in Guinea.
- ξ Installation of the new *Caisses Communautaires de Croissance - C<sup>3</sup>* in Kindia, Lélouma, Tougué and Dabola.
- ξ A field visit by M. Adama Kodio, a rural financial services specialist, to help the IR-3 Team to develop a training plan for the IR-3 team members in charge of the coordination and the supervision of the C<sup>3</sup> Network (the Director, the Prefectoral level Rural Financial Services Coordinators, the Agents of the Farming Financial Services and the Accountants), the Cashiers and the members of the Boards of directors of the C<sup>3</sup>.
- ξ Organization of a series of General assemblies to present and to adopt the model of statutes for the C<sup>3</sup>.
- ξ Exchange visits between the Rural Financial Services agents of the ENRMA and the "Crédit Rural de Guinée" in Thianguel Bori.
- ξ Continued training of the cashiers and the members of the Boards of directors of the C<sup>3</sup>.
- ξ Restitution of the study tour in Mali.
- ξ Preparations for the C<sup>3</sup> General Assemblée meetings.
- ξ Initial contacts with the General Secretary in charge of the decentralized collectivities concerning the procedure to register the C<sup>3</sup> as local saving and loans cooperatives.
- ξ Initiation of the feasibility for the installation of the C<sup>3</sup> in the new Rural Development Communities (CRD) selected for the extension of the project's activities in Kouratongo (Tougué), Parawol (Lélouma), and in the *Préfecture* of Dabola.
- ξ First phase of "Inter-Caisse" visits by the project's rural financial service agents, Cashiers and members of the Boards of directors of the C<sup>3</sup>.

## VI. Progress towards VITA and PRIDE/Formation's Match Requirement

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

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

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

<b>VITA &amp; PRIDE/Guinée/Formation's Match Contributions as of December 31, 2001</b>		
<b>NO.</b>	<b>TYPE OF MATCH</b>	<b>Total Match as of 12.31.2001</b>
1	PRIDE/Formation: Local revenues generated by the local NGO's training activities	\$94,708.05
2	VITA: International Foundation funding to support the CDEs <sup>8</sup>	\$13,732.28
3	VITA: Value of donated computer equipment acquired by VITA for the CDEs	\$ 3,576.85
4	VITA: Local revenues generated by the CDEs	\$ 11,556.00
5	VITA: Interest & fees earned on loans of the PEGRN Pilot Credit Program	\$ 7,497.00
6	VITA: Interest & fees earned and savings mobilized by the C <sup>3</sup> network	\$ 57,187.00
<b>TOTAL</b>		<b>\$ 188,257.18</b>

## VII. Reports and Publications

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

<b>List of Reports and Publications Produced under the Auspices of IR-3</b>		
<b>REPORTS &amp; PUBLICATIONS</b>	<b>AUTHOR</b>	<b>DATE</b>
Participatory Sub-sector Analysis (Potatoes, Pineapples and Palm Oil)	Jill Donahue	January-March 2000
Recommended Impact Indicators ENRMA Intermediate Result 3	Malcolm A. Versel	April 6, 2000
<i>Rapport Final: Etude de Marché des Centres de Développement des Entreprises</i>	WAC Engineering	March-April 2000
<i>Plan d'Affaire des Centres de Développement des Entreprises</i>	Ibrahima Kona Baldé, Alpha Alimous Diallo 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 - C<sup>3</sup> du PEGRN</i>	Angeline Koundouno Camara	May-June 2000
<i>Rapport de Mission: Le Développement de la Méthodologie et des Manuels d'Opérations pour les Caisses Communautaires de Croissance - C<sup>3</sup> du PEGRN</i>	Adama Kodio Edited by Angeline Koundouno Camara & Richard Kimball	July-August 2000
<i>Manuel du Programme de Crédit du PEGRN</i>	Richard Kimball & Angeline Koundouno Camara	September 2000
Program Performance Report for 4 <sup>th</sup> Quarter 1999: ENRMA IR3	Richard Kimball	January 2000
Program Performance Report for 1 <sup>st</sup> Quarter 2000: ENRMA IR3	Richard Kimball	April 2000
Program Performance Report for 2 <sup>nd</sup> Quarter 2000: ENRMA IR3	Richard Kimball	July 2000
Annual Program Performance Report (October 1, 1999 to September 30, 2000): ENRMA IR3	Richard Kimball	October 2000
Program Design for a Business Development Services Information, Education and Communication (IEC) for IR3	Tim Canedo	January 2001
Program Performance Report for 4 <sup>th</sup> Quarter of 2000: ENRMA IR3	Richard Kimball	January 2001
Program Performance Report for 1 <sup>st</sup> 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 <sup>nd</sup> 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
IR 3 Action Plan for fiscal year 2002 (October 1, 2001 to September 30, 2002)	Richard Kimball	December 2001
Program Performance Report for 4 <sup>th</sup> Quarter 2001: ENRMA IR3	Richard Kimball	December 2001

<sup>8</sup> The total funding from the International Foundation for year 1 is \$14,000, of which VITA spent \$ 13,719.54 as of June 30, 2001.

## E. Intermediate Result 4:

### *Favorable policy environment established*

#### ENABLING POLICY ENVIRONMENT COMPONENT

This report describes the progress achieved under IR-4 in the first quarter of FY2002. It focuses on achievements, on-going strategies and lessons learned during this period and ends with an outline of activities programmed for the second quarter.

#### A. Quarterly Benchmarks for the Enabling Policy Environment Program

During the first quarter of FY2002 only one of the program's four indicators had a target level greater than zero. The objective of the quarter was to review program activities and set the agenda for the remainder of the year. Although major work has begun which will lead to the achievement of the targets for the first two indicators, reaching the target will not be realized until the end of the fiscal year. See Table 1. for first quarter targets.

#### B. Progress Towards IR-4 Quarterly Benchmarks

All four of the indicators related to the IR-4 "Enabling Policy Environment Established" Activity were achieved at or above projected levels for the quarter, as is made clear in Table 2. Nine land use agreements established between landowners and land users (Indicator 28) were negotiated and signed during the first quarter although nothing was targeted for the period. Many more are currently under negotiation putting us ahead of projected levels for the year. Rather than two dissemination activities conducted in this quarter, we were able to achieve six (6) such activities. Informational campaigns concerning the community forest activity were accomplished in Tougué, Lélouma and Kindia. Informational campaigns on the land contract mechanism were conducted in the same three prefectures. The sector-level informational campaigns on the land contract mechanism complete the dissemination activities planned for these prefectures on the aforementioned topic.

We are right on target regarding our programming that was put in place with the second 18-month work plan in most areas. Some slight modifications in timing have occurred due to the absence of agents in the field (to be discussed below) and the impact of the timing of the national referendum and proposed legislative elections. One activity that was not completed according to the schedule proposed in the 18-month plan are the CRD-level studies related to local land management structures. Due to programmatic changes and the unknown effects of the national referendum on local-level governance, this activity has been rescheduled for the second and third quarters of FY2002.

#### Summary of the IR-4 Team's Activities During the First Quarter of FY2002

IR-4's principal objective is two-fold. First, we aim to provide actors at every level of a "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.

During the quarter many of the activities initiated earlier were pursued and further advanced. In addition several new activities were begun, such as initial planning for the Nation Workshop on Land Tenure Solutions programmed for February 2002 and the conceptualization of several new information sharing and training modules.

#### **(Activity 4.1) Collaborative management of classified forests**

From this point forward, only the socio-organizational aspects of the forest collaborative management activity will be presented in this report. Mr. Mario Gauthier is responsible for all technical aspects of the co-management program. In the following paragraphs the activities specific to each of the three classified forests will be summarized.

##### **↳ Nialama Classified Forest (NCF)**

- ξ 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.
- ξ The RI-4 agent worked with the Comité Forêt members to improve their bookkeeping, report writing and general administrative aspects of their organization.
- ξ The comité forêt and the DNEF cantonnement of Nialama agreed upon the distribution of fines collected at their level. According to the Director National, this decision is binding and all fines will remain in the hands of the two co-management partners.
- ξ Nine "Groupements d'Intérêt Economique" were created during the quarter. The IR-4 agent is working with these GIE to develop their statutes and by-laws. All nine of the GIEs are based on the exploitation of natural resources available in the Nialama Classified Forest.
- ξ Data on villagers' socio-economic needs and opportunities was collected in many of the member villages. This includes the identification of some training needs identified by the villagers.
- ξ We began working on our approach, and required materials, for developing a "protection plan" for the Nialama classified forest.
- ξ A documentary film crew (Strawberry Films) was present in the zone during the last week of November and the first few weeks of December 2001. Our agents and the DNEF agents did much to facilitate their stay and work in the area. Chimpanzee conservation consultant, Janis Carter, made a brief visit to Nialama under this activity.

#### 2. Suti Yanfu Classified Forest (SYCF)

- ξ Village level data collection campaign regarding villagers' preferences for the management organization of the co-management activity. This data will be analyzed and changes to the management structures will be proposed.
- ξ Study of biodiversity issues related to the classified forest. These data will be analyzed and the results will be made available to the technical team working on the management plan for the forest.

#### 2. Bakun Classified Forest (BCF)

- ξ Village level data collection campaign regarding villagers' preferences for the management organization of the co-management activity. This data will be analyzed and changes to the management structures will be proposed.
- ξ Study of biodiversity issues related to the classified forest. These data will be analyzed and the results will be made available to the technical team working on the management plan for the forest.
- ξ The PEGRN staff continued to collect data on critical chimpanzee habitat areas and migration corridors within the forest boundaries. These data were collected in collaboration with nine hunters who work with the project on chimp-related activities.

#### (Activity 4.2) Creation of community forests.

This activity made a very positive debut during the first quarter. In both Lélouma and Tougué the agents and DNEF were able to complete the initial phases of creating community forests. The villagers are actively involved and the response has been very positive. The progress made during the first quarter corresponds to our expectations and we project meeting our target for this fiscal year.

The three communities involved in creating community forests are:

Groupement Forestier	Secteur(s)	District(s)	CRD	Préfecture
Nyakala	Kolima, Nyakala	Kegna, Wouretembe	C.U. de Tougué	Tougué
Diâla	Diâla-Missidé	Diâla I	C.U. de Lélouma	Lélouma
Kandéya			Sougueta	Kindia

Several problems have been encountered, however, with working with the forestry agents assigned to the CRDs where the activities are taking place. The DNEF agents and their supervisors at the prefecture-level have demanded that the ENRMA pay them or otherwise compensate their efforts in this domain. The chef d'Antenne of Labé has assumed responsibility to resolve these issues, which in some cases have slowed, if not entirely blocked, collaboration.

Other communities in both Tougue and Kindia Prefectures have expressed interested in creating community forests. Every effort will be made to pursue this activity with the interested communities even though the activity was projected this year for only one village per prefecture.

**(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: participatory forestry policies supported by the DNEF and the land contract mechanism. We ran informational campaigns concerning the community forest activity in Tougué, Lélouma and Kindia. Informational campaigns on the land contract mechanism were conducted in the same three prefectures. (See Appendix 2 for sector-level details). Cassettes of the radio play were listened to and discussed in a public forum after which the comic book on the same topic was distributed to participants. Villagers expressed great interest in this approach and many villages, especially in the Kindia prefecture, requested their own copies of the cassette with the radio play. The sector-level informational campaigns on the land contract mechanism complete the dissemination activities planned for these prefectures on the aforementioned topic.

Planning began for the National Workshop on "Applying Solutions to Rural Land Tenure Issues in Guinea". The workshop will take place in February 2002 and will be an important step in trying to pass field-tested solutions up to the national-level for recognition and legitimization.

A new comic book in the series "Tout A Savoir Sur..." was developed. At the end of the quarter the artist was finalizing the design. During the second quarter the comic book will be tested and corrected before final printing and distribution.

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

Our informational campaign has helped and will continue to help us to achieve above-expected results in this domain. All ENRMA field agents have now been trained in land contract mechanism and have been made sensitive to the importance of signed land contracts. Each field agent hearing of or otherwise identifying the need of a land contract has been requested to make these needs known to the IR-4 field agent responsible for the activity.

During this quarter nine land contracts were signed, several for land sales. See Appendix 3 for details.

**D. Problems and Recommendations**

This quarter progressed without any insurmountable problems although several issues did arise that need to be treated with as soon as possible. The most significant issues and proposed solutions are presented in this section.

**Problem #1.** Throughout the first quarter our program suffered from the lack of agents in the field due to various mishaps and illnesses experienced by the agents. Three of the seven agents working directly with the EPFE program were absent from the field for one or more months during the quarter. Although temporary replacements were found for most of these cases, the program suffered from these absences. Although all three of our partner NGOs were willing and able to take temporary measures to resolve the personnel predicament, replacement agents simply cannot be as effective in the field as the well-trained permanent agents.

**Solution #1.** We must train extra agents that work either directly within the structures of our partner NGOs or are based directly within Winrock. These agents (maximum two) would work wherever a particular need is determined, on a temporary basis. The need may arise due to heavy programmatic

demands, illness or accidents and even during the regular agents vacation time. Logistically it may be easier to have this person or these people located directly within Winrock's organizational structure. Another solution would be to insist that each NGO have trainees working alongside the permanent agent. Funding of this alternative may be more expensive and administratively more problematic.

**Problem #2.** Collaboration with the CRD-based *chef de cantonnement* (DNEF agent) in Tougué and Lélouma, related to our efforts to assist communities in the creation of community forests, has posed a number of problems for the program. A general unwillingness to openly collaborate unless their financial and logistical demands are met has created tensions between the IR-4 agents and DNEF agents. From ENRMA's perspective it puts into question the institutional relationship between project and partner government agency. The Direction's forest policy clearly supports the creation of community forests and ENRMA has put in place a technical program to assist the *cantonnement* in doing their job but their reaction is to assume that they are doing our job and thus they should be compensated for their efforts. To date ENRMA has not developed a policy to financially reward the *chef de cantonnement* outside of those working in the Classified Forests has not been approach.

**Solution #2.** I notified the *chef d'antenne* about the numerous "run ins" the agents have had and asked him to intervene in the two aforementioned prefectures. He made visits out to Lélouma and Tougué, met with the Chef de Section and the *cantonnement*. He maintains that he was able to clarify and resolve the outstanding issues but I have not received any formal correspondence regarding the decisions taken by DNEF to settle the matter and to improve the collaboration between ENRMA agent and the prefecture and sub-prefectoral DNEF agents.

#### **E. Perspectives for Quarter Two Fiscal Year 2002**

During the coming months we will continue work on 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 situated in the Dabola Prefecture.

We hope to finalize a module on conflict resolution in general and specific recommendations for addressing the herder-cultivator conflicts so frequent in Kindia Prefecture. After initial material development the other technical advisors will be requested to comment and suggest improvements.

We will add one more new issue, on the co-management activity, to the « Tout A Savoir Sur... » comic book series and will oversee the production of up to five other issues proposed by ENRMA colleagues. We are waiting anxiously for the Susu version of the first issue in the series on the land contract mechanism and the final French version of the community forestry issue. 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" that will take place 19-21 February 2002.

## **Appendix 1. Newly created GIEs in Nialama**

### **Groupement des exploitants de bois de chauffe de Bendougou**

Samba Diouma, Président  
Samba Tenin Sidibé, Secrétaire  
Alsény Sidibé, Trésorier  
Yéro Tala Sidibé  
Aliou1 Kanté  
Moussa Kanté  
Aliou2 Kanté  
Mamdou Oury Sidibé  
Oumarou Kanté

### **Groupement des exploitants de bois de chauffe de Sambaya**

Mamadou Dian Kanté, Président  
Oumarou Sané, Trésorier  
Hassana Sané, Secrétaire  
Kamissa Baldé  
Samba Diouma Baldé  
Samba Koulibaly  
Saabana Diallo  
Mamoudou Kanté

### **Groupement des exploitants de bois de chauffe de Diawbé**

Saadou Diallo, Président  
Mamadou Cellou Camara, Trésorier  
Lamine Camara, Secrétaire  
Boubacar Camara  
Samba Gagnin Camara  
Dian Oury Kanté  
Manga Camara

### **Groupement des exploitants de bois de chauffe de Goudoupi**

Mamdou Saliou Camara, Président  
Bayo Kanté, Trésorier  
Mamoudou I Camara, Secrétaire  
Mamadou Moussa Camara  
Mamoudou II Camara  
Samba Simity Camara  
Sakamissa Baldé  
Amadou Benté Camara  
Amadou Founé Camara

**Groupement des exploitants de bois de chauffe de Doghol**

Yéro Diawo Camara, Président  
Abdoulaye Djibril Diallo, Secrétaire  
Alpha Mamoudou Camara, Trésorier  
Abass Diallo  
Mamadou Bhoie Diallo  
Mamadou Saliou Diallo  
Aldiouma Sylla

**Groupement des exploitants de bois de chauffe de Tyéwéré**

Aldiouma Baldé  
Ibrahima Sory Baldé  
Dian Benté Koulibaly  
Moussa Baldé  
Mamdou Diouldé Kanté  
Sakony Kanté  
Saza Malal Kanté

**Groupement des exploitants de bambou pour la fabrication des Seko—« Groupement Nafaya »**

1. Amadou Sadio Diallo (Diawbhé)
2. Bhoie Diouhé Koulibaly (Tyéwéré)
3. Samba Dfiouma Keita (Tyéwéré)
4. Samba Tenin Baldé (Tyéwéré)
5. Mamadou Dian Koulibaly (Tyéwéré)
6. Yéro Diouma Baldé (Tyéwéré)

**Groupement des exploitants de raphia pour la fabrication des nattes**

Modi Sakony Camara (Diawbhé)  
Modi Sarafila Camara (Diawbhé)  
Momoudou Fodé Camara (Tyéwéré)  
Hamady Baldé (Tyéwéré)  
Sambégou Baldé (Tyéwéré)  
Aldiounnia Camara (Tyéwéré)  
Mamadou Saliou Diallo (Tyéwéré)

**Groupement des exploitants des bois d'œuvre dans la Forêt Classée de Nialama—« Groupement Wakkilaaré »**

1. Kindi Hottya Kanté, Président
2. Mamadou Bobo Camara, Trésorier
3. Mamadou Korka Camara, Secrétaire
4. Mamadou Oury Camara, Chargé de commercialisation
5. Mamadou Siré Kanté, Chargé de l'exploitation

Appendix 2. Information sharing campaign on the land use agreement mechanism

**Sensibilisation sur le Mécanisme des Contrats Fonciers—Kindia**

No.	Date	Villages	Secteurs	District	CRD/CU	Prefecture	Present		GPS	
							Hommes	Femmes	N	W
1	4/10/01	Dunkiré, Bilidé Foula	Dunkiré	Yalaya	Souguéta	Kindia	60	11		
2	5/10/01	Dar-es-Salam	Bhoundoubantou	Wolia	Kolenté	Kindia	61	22		
3	9/10/01	Bhoundoubantan	Bhoundoubanton	Wolia	Kolenté	Kindia	28	26		
4	12/10/01	Hamdallaye	Hamdallaye	Djanfou	Kolenté	Kindia	43	11		
5	19/10/01	Lambéya Fula, 209, Thiéwéré	Lambéya Fula, 209, Thiéwéré	Wolia	Kolenté	Kindia	54	22		
6	19/10/01	Horo Wolia, Gogohuni, Koloto	Horo Wolia	Wolia	Souguéta	Kindia	23	13		
7	13/11/01	Khanyanti	Khanyanti	Tafory	Souguéta	Kindia	22	11	010 28995	012 47473
8	13/11/01	Sangaréa	Sangaréa	Tafory	Souguéta	Kindia	15	8	010 28650	012 51042
9	14/11/01	Baminaya	Baminaya	Tafory	Souguéta	Kindia	20	15	010 20839	012 46472
10	14/11/01	Bandi	Bandi	Tafory	Souguéta	Kindia	35	21	010 18567	012 45670
11	14/11/01	Tonota	Tonota	Tafory	Souguéta	Kindia	20	14	010 27264	012 50643
12	22/11/01	Gania	Gania	Gania	Souguéta	Kindia	40	54	010 06614	012 54094
13	22/11/01	Khuntunu	Khuntunu	Gania	Kolenté	Kindia	9	10	010 13064	012 58182
14	23/11/01	Tanéne Saloun	Tanéne Saloun	Gania	Kolenté	Kindia	24	19	010 00867	012 61807

15	23/11/01	Khalia 1	Khalia 1	Wolia Centre	Kolenté	Kindia	87	01	010 28997	012 47473
16	23/11/01	Khambia	Khambia	Wolia Centre	Kolenté	Kindia	56	69	010 21615	012 65112

No.	Date	Villages	Secteurs	District	CRD/CU	Prefecture	Present		GPS	
							Hommes	Femmes	N	W
17	24/11/01	Wolia Centre	Wolia Centre	Wolia Centre	Kolenté	Kindia	22	36	010 63601	012 63601
18	24/11/01	Dembaya	Dembaya	Wolia Centre	Kolenté	Kindia	18	26	010 21615	012 65112
19	25/11/01	Sangoya	Sangoya	Sangoya	Souguéta	Kindia	22	12	010 44835	012 48387
20	27/11/01	Fonkola	Forikolon	Bhoundou/ Bantan	Kolenté	Kindia	35	37	010 22879	012 79548
21	27/11/01	Seydouya	Seydouya	Kabéléya	Kolenté	Kindia	65	82	010 20119	012 76683
22	28/11/01	Konyeya	Konyeya	Kabeleya	Kolnté	Kindia	41	29	010 16098	012 77206
23	28/11/01	Kabéléya	Kabéléya	Kabéléya	Kolenté	Kindia	35	38	010 19258	012 73853
24	29/11/01	Thiéwéré	Thiéwéré	Thiéwéré	Kolenté	Kindia	47	25	010 28732	012 77267
25	30/11/01	Yanguéya	Yanguéya	Yalaya	Souguéta	Kindia	60	100	010. 18753	012. 58757
26	30/11/01	Lambéya Sosso	Lambéya Sosso	Kolenté Centre	Kolenté	Kindia	20	15	010. 14060	012. 62460
27	07/12/01	Nyèyakhon Wundéya	Nyèyakhon Wundéya	Yalaya	Souguéta	Kindia	80	95	010. 20393	012. 55108
28	10/12/01	Sangaréah	Sangaréah	Wolia Centre	Kolenté	Kindia	52	20	010. 26360	012. 63414
29	21/12/01	Guéméssoron	Guéméssoron	Guéméssor on	Souguéta	Kindia	64	24	010. 51979	012. 49126

30	28/12/01	Daloufary	Daloufary	Daloufary	Kolenté	Kindia	104	26	010. 32481	012. 80621
31	28/12/01	Missidé	Missidé	Missidé	Kolenté	Kindia	39	06	010. 22498	012. 74587

### Sensibilisation sur le Mécanisme des Contrats Fonciers--Tougué

No.	Date	Villages	Secteurs	District	CRD/CU	Prefecture	Present		GPS	
							Hommes	Femmes	N	W
1	18/10/01	Guemma		Kalanka	CU	Tougué	21	13	011.49753	011.73425
2	18/10/01	Kaleoun, Yimbering, Dingueta		Kalanka	CU	Tougué	23	16	011.48909	011.72117
3	18/10/01	Tolou		Kalanka	CU	Tougué	19	14	011.46846	011.73792
4	24/10/01	Kalanka Centre		Kalanka	CU	Tougué	15	16	011.47517	011.73376
5	24/10/01	N'Dantari- Diakabhé		Kalanka	CU	Tougué	25	9	011.47923	011.72642
6	25/10/01	Nereboum; Missira		Pandy Fello	CU	Tougué	25	17	011.50479	011.70049
7	25/10/01	Samping		Tougué I	CU	Tougué	16	12	011.42207	011.67903
8	20/10/01	Pandy Fello; Pandy Ley Bhoi		Pandy Fello	CU	Tougué	34	23	011.49884	011.68278
9	27/10/01	N'Dire; Hore Thiandhé		Tougué I	CU	Tougué	32	19	011.42518	011.62926
10	31/10/01	Kouretely		Tougué I	CU	Tougué	18	14	011.43219	011.62546
11	19/11/01	Dioufoun	Dioufoun	Koin II	Koin	Tougué	23	06	011 24833	011 78755
12	19/11/01	Koin Well Madina	Koinwell Madina	Koin II	Koin	Tougué	26	11	011 24612	011 78706
13	20/11/01	Koin Fello Marsa	Koin Fello Marsa	Koin II	Koin	Tougué	20	14	011 24681	011 79204
14	20/11/01	Kunta	Kunta	Koin II	Koin	Tougué	30	12	011 24920	011 78572
15	21/11.01	Moukidyigué	Moukidyigué	Koin II	Koin	Tougué	42	05	011 21135	011 83253

No.	Date	Villages	Secteurs	District	CRD/CU	Prefecture	Present		GPS	
							Hommes	Femmes	N	W
16	21/11/01	Koudé	Koudé	Koin I	Koin	Tougué	14	12	011 22469	011 78624
17	22/11/01	Tembo Pellal	Tembo Pillal	Koin I	Koin	Tougué	24	12	011 24469	011 78645
18	22/11/01	Wëndumalanga Karakan I et II	Wëndumalanga Karakan I et II	Koin I	Koin	Tougué	36	24	011 22260	011 77459

**Sensibilisation sur le Mécanisme des Contrats Fonciers—Lélouma**

No.	Date	Villages	Secteurs	District	CRD/CU	Prefecture	Present		GPS	
							Hommes	Femmes	N	W
1	13/11/01	Diâla-Kâyhé	Diâla-Kâyhé	Diâla I	Lélouma	Lélouma	13	34	011 39611	012 66324
2	15/11/01	Kansaghi	Kansaghi	Petel	Lélouma	Lélouma	20	35	011 41602	012 64465
3	15/11/01	Sassé	Sassé	Diâla I	Lélouma	Lélouma	21	12	011 41044	012 68417
4	15/11/01	Damboudhé	Damboudhé	Diâla I	Lélouma	Lélouma	18	14	011 41189	012 66416
5	16/11/01	Gadha Tyângui	Gadha Tyângui	Djinkan	Lélouma	Lélouma	41	0	011 48634	012 67449
6	17/11/01	Goumbouroun	Goumbouroun	Djinkan	Lélouma	Lélouma	12	06	011 47306	012 66849
7	18/11/01	Diâla II	Diâla II	Diâla II	Lélouma	Lélouma	22	18	011 41520	012 68210
8	19/11/01	Diâla Missidé	Diâla Missidé	Diâla I	Lélouma	Lélouma	13	02	011 41420	012 67297
9	21/11/01	Kollangui	Kollangui	Petel	Lélouma	Lélouma	17	11	011 44492	012 68783
10	22/11/01	Garki	Garki	Kénéry	Lélouma	Lélouma	20	9	011 43871	012 69621
11	23/11/01	Tyanhé	Tyanhé	Kénéry	Lélouma	Lélouma	18	12	011 43812	012 69066
12	23/11/01	Kénéry	Kénéry	Kénéry	Lélouma	Lélouma	29	02	011 43683	012 70803
13	25/11/01	Poyé	Poyé	Poyé	Lélouma	Lélouma	21	06	011 45432	012 69820
14	25/11/01	Kambou	Kambou	Diâla I	Lélouma	Lélouma	16	07	011 37537	012 65349

Appendix 3. Land Contracts Signed during the first quarter of Fiscal Year 2002

TABLEAU SYNOPTIQUE DES ENTENTES FONCIÈRES

No	PROPRIÉTAIRES	BÉNÉFICIAIRE	SEXE	DATE DE SIGNATURE	DURÉE	OBJECTIF	CRD	DISTRICT	SECTEUR	VILLAGE	COORDONNÉES GPS	
1	Mody Alpha Oumar Diallo	Groupement maraîcher "Bhantal Djinkan"	M	17 Novembre 2001	5 ans	maraîchage	CU Léouma	Djinkan	Djinkan Centre	Djinkan Centre	N 011 49113	W 012 67780
2	Lamine Corové Camara	Soriba Soumah	M	19 Dec 2001	VENTE	Habitation	Kolenté	Kolenté	Bokhitagu i	Gouboun	010. 09658	012. 62322
3	Lamine Corové Camara	Alpha Camara	M	19 Dec 2001	VENTE	Habitation	Kolenté	Kolenté	Bokhitagu i	Gouboun	010. 09639	012. 62272
4	Yousouf ou Diaby	Alpha Ibrahima Diogo Baldé	M	15 Oct 2001	4 ans	Fonio et d'arachide	CU Tougué	Ballama	Leyséré	Sibikoto	011. 38339	011. 61765
5	Yousouf ou Diaby	Karamoko Saikou Oumar Baldé	M	15 Oct 2001	4 ans	Fonio et d'arachide	CU Tougué	Ballama	Leyséré	Sibikoto	011. 63220	011. 61683
6	Yousouf ou Diaby	Mamadou Hady Baldé	M	15 Oct 2001	4 ans	Fonio et d'arachide	CU Tougué	Ballama	Leyséré	Sibikoto	011. 38261	011. 61625
7	Yousouf ou Diaby	Karamoko Saikou Amadou Baldé	M	15 Oct 2001	4 ans	Fonio et d'arachide	CU Tougué	Ballama	Leyséré	Sibikoto	011. 38261	011. 61625
8	Yousouf ou Diaby	Ousmane Baldé	M	15 Oct 2001	4 ans	Fonio et d'arachide	CU Tougué	Ballama	Leyséré	Sibikoto	011. 569??	011. 61905
9	Yousouf ou Diaby	Adama Baldé	M	15 Oct 2001	4 ans	Fonio et d'arachide	CU Tougué	Ballama	Leyséré	Sibikoto	011. 3953?	011. 61723

## E. Intermediate Result 4 (continued):

### *Favorable policy environment established*

## NATURAL FORESTRY MANAGEMENT COMPONENT

### Introduction

The technical advisor responsible for the natural forest co-management component of the ENRMA arrived in Guinea November 25, 2001 and was present for the final month of the first quarter of FY 2002. This report therefore covers the month of December.

### Activity Summary

The principal activity completed during the period was preparation of the component's annual action plan for FY 2002. Separate action plans were produced for the Souti Yanfou and Nialama forests. Additional activities were performed during the quarter as scheduled in the current ENRMA 18-month work plan (April 2001 to September 2002) and are listed below under the headings of « cartography », « inventory » and « agroforestry ».

#### Cartography

- ξ Mr. Bademba du BCTT (the cartography unit of the DNEF) was contacted and provided requested data and baseline information such as aerial photos of the forests of Balayan, Sincéri, Souti Yanfou et Bakoun, topographic maps and copies of legislative acts classifying the forests. The existing maps produced and included as elements of the management plans for Souti Yanfou and Bakoun were studied, and steps were proposed to correct identified errors.
- ξ Verification exercises were conducted regarding geographic coordinates situating reference points included on maps by comparing topographic maps with mosaics and digitized map databases.
- ξ Steps were taken to correct an a distortion of 200 meters included in the latitude indications of existing Nialama classified forest maps.
- ξ GPS units were verified to assure that there have been no changes in precision following the terrorist attacks of September 11.
- ξ An initial evaluation was conducted to determine equipment needs to accomplish the objectives and satisfy expectations regarding the component.
- ξ An inventory was conducted of available maps and photo mosaics.
- ξ Plans were formulated such that the responsible agents of the « cantonnements forestiers » record geographic coordinates directly on existing maps by hand as they determine the coordinates, and transfer this information to the computerized cartographic service located at office headquarters in Labe.

- ξ It was not possible during the quarter to complete computerized mapping of agroforestry parcels as they existed in 2001 in the Nialama Forest.
- ξ A review of the outstanding dossier regarding equipment purchase for natural forest co-management—particulay cartographic—activities by USAID/Conakry was conducted.
- ξ Electronic databases available at USAID/Conakry were requested.
- ξ A number of geographic coordinates related to water sources and forest delimitation markers had been collected and recorded prior to arrival of the technical assistant responsible for the component.

### Inventory

- ξ A strategy was developed to conduct forest inventories through reliance on the human resources of the DNEF (field agents assigned to the classified forests targeted by the ENRMA) supported by members fo the village-level forest management committees.
- ξ A calendar was established for completion of forest inventories, and implementation of inventories will begin during the coming quarter.
- ξ Equipment and material needs related to conduct of the inventories were assessed and made know to the DNEF and Winrock International.
- ξ Classification procedures and norms to be applied to inventoried items such as trees (diameter and size) were requested from the national headquarters of the DNEF in Conakry.

### Agroforestry

- ξ The Taungya system of forest management has been proposed for the Souti Yanfou Forest.
- ξ A system to inventory cleared parcels in the Souti Yanfou Forest has been adopted and inventory exercises are planned for the coming quarter. An inventory sheet has been prepared specifically for the Souti Yanfou Forest taking into account its particular types and mix of vegetation.
- ξ Establishment of additional agroforestry parcels and activities have been officially forbidden for the current year in the Nialama Forest.
- ξ Computerized mapping of 2001 agroforestry parcels in the Nialama Forest was not possible during the quarter.

Additional activities scheduled for the current fiscal year are presented in detail in the « action plan » produced during the quarter and address the following themes :

Monitoring of water resources  
Biodiversity

Social structures and organization  
Financial and economic analysis  
Environmental protection  
Lowlands agricultural production  
Planning for natural forest co-management

### **Problems encountered**

- ξ Lack of adequate amounts of fuel for the motorcycles of field agents assigned to the forests targeted by the ENRMA.
- ξ Lack of availability to the component of aerial photos existing at the BCTT. Other material possessed by the BCTT is available to the component as photocopies (legislative decrees regarding classification acts and topographic maps).
- ξ The computerized mapping service of the DNEF/ENRMA at the Labe office is not functional. It has not yet been possible to integrate corrections or additional geographic references (polygons of agroforestry parcels in the Nialama Forest, water sources at Souti Yanfou and Bakoun) into existing data bases.
- ξ Geographic references of the computerized map data bases of the Nialama and Souti Yanfou Forests contain as yet unexplained and little understood errors.
- ξ The cartographer assigned to the mapping unit at Labe by the DNEF has little mastery at the present time of basic mapping skills such as the interpretation and positioning of geographic coordinates.

### **Recommendations or actions taken to resolve identified problems**

- ξ Regarding the current lack of computerized mapping capacity, a number of experts have been contacted to begin the search for a possible solution. In this way, some progress was made in adapting electronic data bases of maps contained on DCRom. We also attempted to recover the CD containing the mapping software (MAPINFO) previously purchased by the project in order to reinstall the software onto hard drives. However, the original CD has not been located. Therefore we have requested that USAID include the purchase of the software as part of a promised order to obtain appropriate computer equipment for the mapping service.
- ξ Regarding needed corrections of geographic references contained in computerized maps, some key reference points have been identified on topographic maps and mosaic photos which will allow verification of geographic coordinates. The cartographer was subsequently shown how to match the geographic coordinates to the established reference points.

### **Planned activities for the second quarter (January – March 2002) of FY 2002**

Detailed schedules and descriptions of activities planned for the coming quarter are included in the component's work plan produced during the first quarter of the fiscal year (under separate cover). Activities planned are in the areas of mapping and photo interpretation, inventories and forest management plan development and implementation. The component anticipates no significant departure during the quarter regarding the activities included in the annual work plan. However, a lack of available equipment (computer hardware, software and digitizer) could delay some activities such as establishment of electronic data bases and maps related to agroforestry activities and hydrological mapping of the Nialama Forest and, and development of computerized baseline maps of the two forests of Dabola.