

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

January 1 – March 31, 2002

**WINROCK INTERNATIONAL
INSTITUTE FOR AGRICULTURAL DEVELOPMENT**

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TABLE OF CONTENTS

A. Overview Strategic Objective: <i>Increased use of sustainable natural resources management practices</i>	1
• Introduction	1
• Progress achieved to March 31, 2002	6
• Operational restructuring of ENRMA	11
B. Intermediate Result 1: <i>Natural resource management planning skills acquired and applied by community-based organizations</i>	17
• Introduction	
• Progress achieved to March 31, 2002	
• Activities completed or ongoing during the second quarter of FY 2002	
• Problems encountered, solutions proposed and prospects for achievement of targeted objectives for fiscal year 2002	
C. Intermediate Result 2: <i>Farm production and productivity increased and sustained</i> .	22
• Agriculture Production Component	22
- Introduction	
- Progress achieved to March 31, 2002	
- Activities completed or ongoing during the second quarter of FY 2002	
- Problems encountered, solutions proposed and prospects for achievement of targeted objectives for fiscal year 2002	
• Agriculture Commercialization Component	25
- Introduction	
- Progress achieved to March 31, 2002	
- Activities completed or ongoing during the second quarter of FY 2002	
- Problems encountered, solutions proposed and prospects for achievement of targeted objectives for fiscal year 2002	
D. Intermediate Result 3: <i>Micro- and small-enterprise activities increased</i>	32
• Introduction	
• Progress achieved to March 31, 2002	
• Activities completed or ongoing during the second quarter of FY 2002	
• Problems encountered, solutions proposed and prospects for achievement of targeted objectives for fiscal year 2002	

E. Intermediate Result 4: <i>Favorable policy environment established</i>	44
• Enabling Policy Environment Component	44
- Introduction	
- Progress achieved to March 31, 2002	
- Activities completed or ongoing during the second quarter of FY 2002	
- Problems encountered, solutions proposed and prospects for achievement of targeted objectives for fiscal year 2002	
• Natural Forest Co-Management Component	56
- Introduction	
- Progress achieved to March 31, 2002	
- Activities completed or ongoing during the second quarter of FY 2002	
- Problems encountered, solutions proposed and prospects for achievement of targeted objectives for fiscal year 2002	
F. Program to increase HIV/AIDS awareness	63

ANNEXES

1. ENRMA Organizational Chart
2. NGO Pre-Contract Workshop Terms of Reference
3. Prefectoral Team Leader Terms of Reference
4. Operational and Strategic Monitoring Unit
5. Planning and Coordination of Field Activities Unit
6. Reinforcement of Rural Organizations in Planning and Implementing their Programs Unit

A. Overview

This Quarterly Report covers the period January – March 2002, which is the second quarter of Year Three (October 1, 2001 – September 30, 2002) of the Expanded Natural Resource Management Activity. This introductory chapter provides a general presentation of the ENRMA, its results framework and its core activities. Subsequently, the chapter presents results achieved to March 31, 2002 as compared to annual objectives. Finally, the chapter discusses the project-wide operational and technical restructuring exercises that were ongoing during the reporting period.

Following this overview the present report is organized into five chapters. Each of the first four chapters corresponds to one of the four intermediate results identified for strategic objective 1 of USAID/Guinea. A final brief chapter introduces the ENRMA initiative to increase HIV/AIDS awareness through measures that rely on ongoing project activities or resources.

Introduction and Presentation of the ENRMA

USAID Award No 675-A-00-99-00222-00, which relates to the implementation of the Guinea Expanded Natural Resource Management Activity or ENRMA,¹ 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:

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

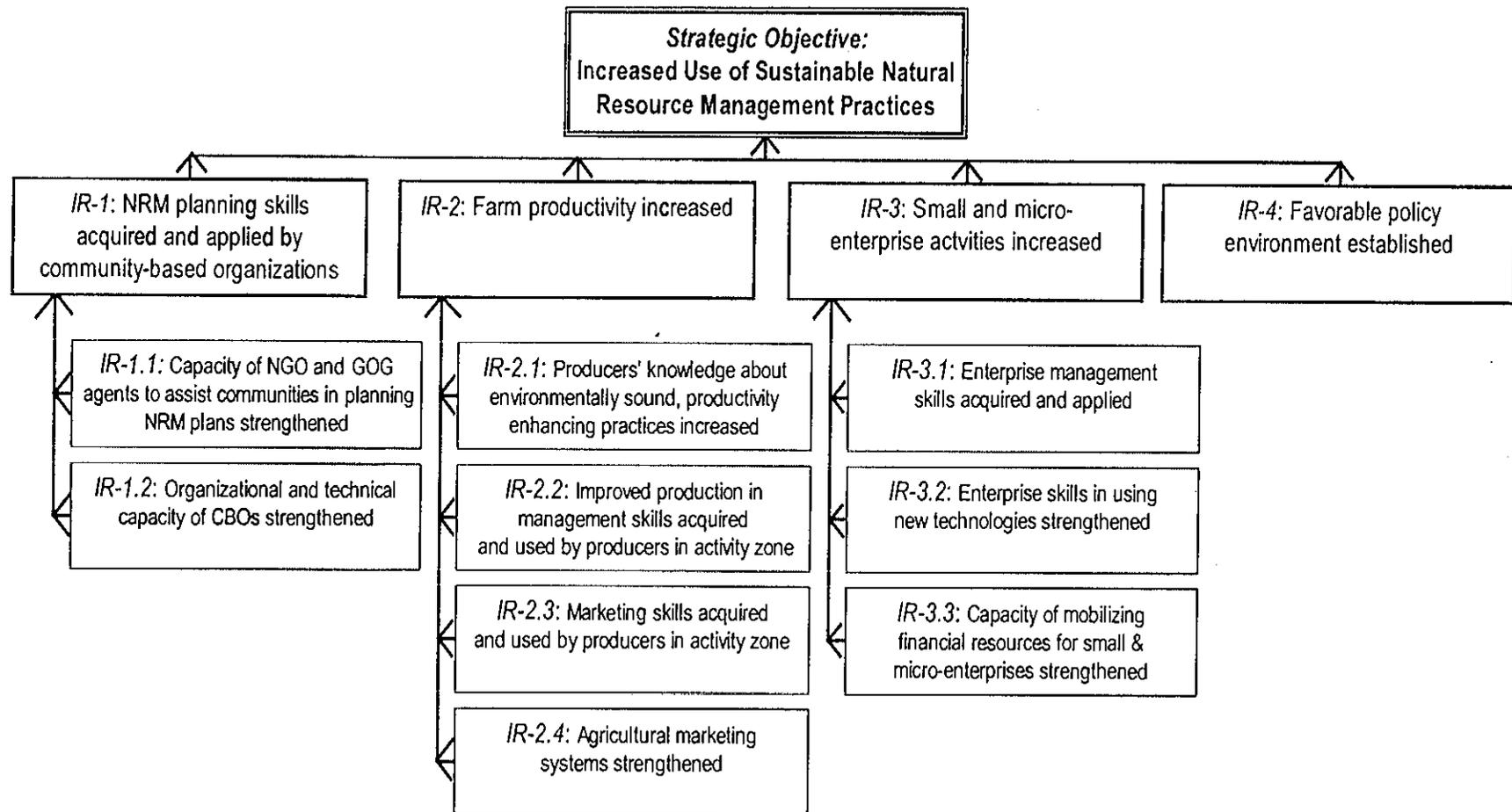
In addition, VITA has a sub-contract with an NGO in Guinea called Pride/Guinea—an NGO with extensive experience providing training to small businesses.

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.

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

FIGURE 1

Natural Resource Management Strategic Objective - Results Framework



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 twelve forestry agents are attached to the project: two *Chefs d'antenne*, currently based in Labé; and ten forestry engineers (*chefs de cantonnement*) who provide technical support to the classified forest co-management program.

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

- Natural Resource Management Component
- Agricultural Production and Agricultural Commercialization Component
- Development of Small Enterprises Component
- 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 (see organizational chart attached as Annex 1 to this report).

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

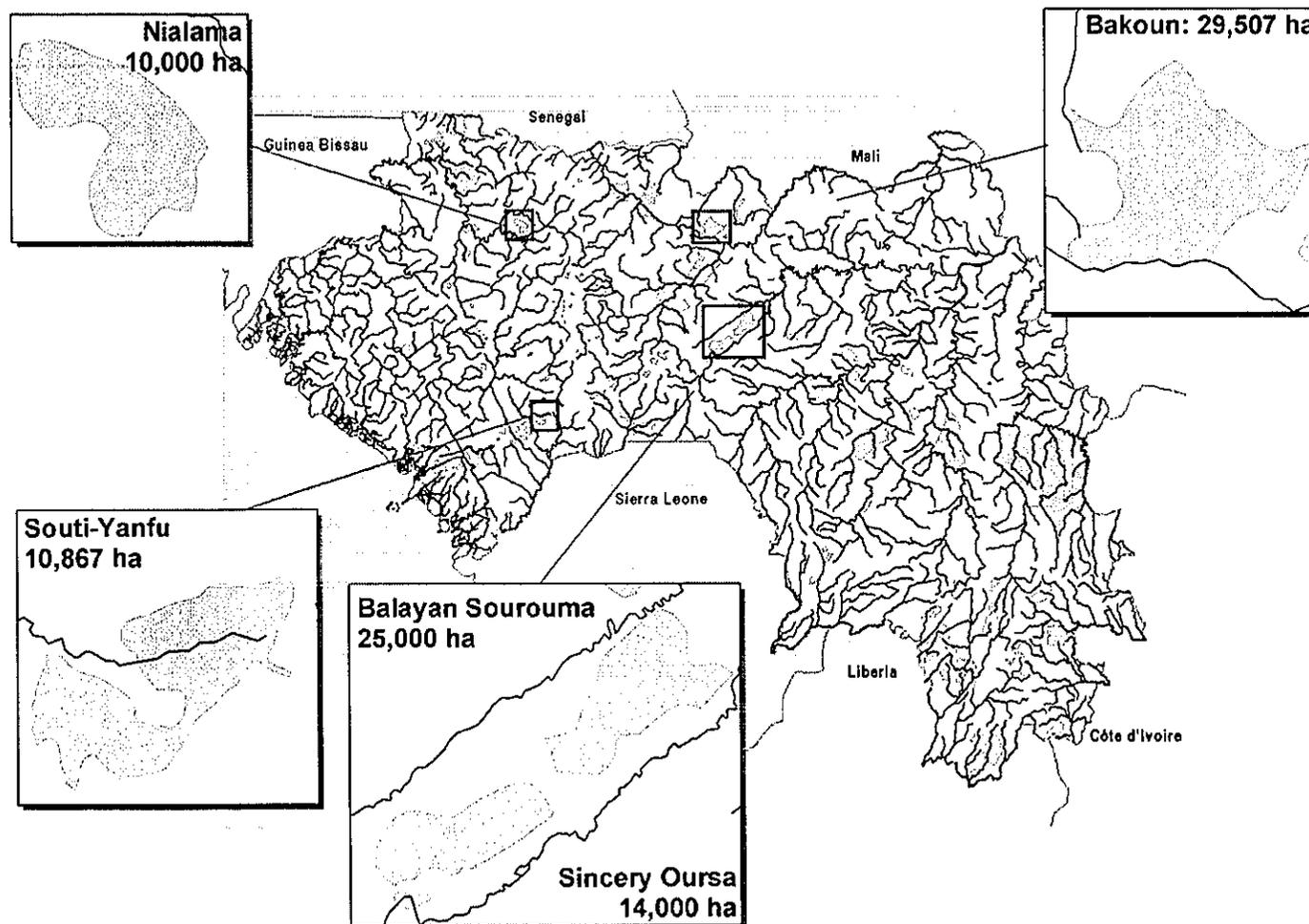
- Component 1 – facilitation of NRM plan development and implementation at the village level; support to establishment and functioning of NRM Committees.
- Component 2 – training and demonstrations in improved agricultural production techniques, technical support to marketing of agricultural products and facilitation of the autonomization process of the *Agence pour la Commercialisation Agricole* – ACA, administration and coordination of the volunteer Farmer-to-Farmer program.
- Component 3 – training in micro and small enterprises, creation of Enterprise Development Centers (CDEs), creation of a network of Village Savings and Credit Associations (C³s). development of a pilot credit program.
- 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 increased from 8 to 12 in FY 2002. The project has 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 continuing activities in the Kissidougou prefecture (forest region) through the HEPA program during the current fiscal year.

FIGURE 2:
Map of Guinea showing the prefectures of Kindia, Lelouma, and Tougué which have been a focus of ENRMA activities since late-1999. The prefecture of Dabola (also highlighted) is currently included in project activities as of FY 2002. Activities in the Forest region prefectures were suspended in October 2000



FIGURE 3:
Map showing the location of the five classified forests currently included in the co-management program. The two classified forests of Dabola Prefecture were added at the beginning of the current fiscal year.



Progress achieved to March 31

This section of the overview chapter of the ENRMA quarter report consists of a table that presents targets and results through the relevant period related to the 30 performance indicators of the ENRMA. A special project unit labeled *Suivi Opérationnel et Stratégique et Gestion du Partenariat* (SOS/GP—see Annex 2 to this report) was put into place during the quarter to improve and maintain the elaborate information management system necessary to provide accurate and up-to-date information of the type reported in the table below. The need for such a specialized unit became clear late in fiscal year 2001 when information verification and validation exercises revealed the uneven quality of the information collection, processing and reporting system. The new unit is progressively centralizing management of information related to several categories of performance indicators. However, it should also be noted that some categories of performance indicators (such as those monitoring results achieved through IR 3, as well as through the agricultural commercialization sub-IRs of IR 2) will continue to be monitored through current information management systems that had already been developed for this purpose.

Inspection of the table below reveals that achievement of targeted results is not necessarily spread evenly throughout the fiscal year. For example, the majority of results related to certain agricultural production goals are expected to be achieved during the agricultural season that begins during the third quarter of the fiscal year. In addition, some categories of indicators are monitored on the basis of periodic survey exercises that do not necessarily take place in any given quarter. Explanations and details regarding results achieved to date as compared to annual targets are included in the technical chapters that make-up the bulk of this report.

**TABLE 1:
TARGETS FOR FISCAL YEAR 2002 AND
RESULTS THROUGH MARCH 31, 2002
Based on the 30 Performance Indicators of the ENRMA**

NO.	INDICATEUR	Results through 30 Sept 2000	FISCAL YEAR 2001		FISCAL YEAR 2002		
			Targets	Results	Targets	<i>Results through March 31</i>	To be accomplished April 1 – September 30
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	39,000	<i>N/A</i>	39,000
2	Area of land under cultivation using sustainable agricultural techniques (ha)	1.635	4.500	1.162	9,840	<i>76.62</i>	9,764
3	The number of NRM plans successfully implemented by communities	N/A	15	15	36	<i>17</i>	19
4	The number of NRM plans prepared, and judged acceptable, with the assistance of NGO or GOG agents	N/A	10	32	39	<i>17</i>	22
5	The number of village NRM organizations which are functional	N/A	20	28	37	<i>17</i>	20
6	The number of NGO agents participating in organized training	N/A	30	31	30	<i>9</i>	21
7	The number of organized demonstrations and programs aimed at increasing capacity	N/A	325	167	405	<i>303</i>	102

NO.	INDICATEUR	Results through 30 Sept 2000	FISCAL YEAR 2001		FISCAL YEAR 2002		
			Targets	Results	Targets	Results through March 31	To be accomplished April 1 – September 30
8	The number of producers who invest in sustainable production techniques which increase productivity	2.278	3.000	3.657	5,900	3,421	4,600
9	The number of producers capable of describing at least two sustainable agricultural practices that improve productivity	2.278	3.000	2.075	9,000	2,058	7,900
10	Number of producers who implement a simple production plan	2.278	3.000	3.657	5,900	1,527	4,600
11	Number of producers who use market information to commercialize their produce	N/A	3.500	33.350*	4.000	N/A	4,000
12	The value of produce commercialized by producers (millions FG)	N/A	309	510**	340	N/A	340
13	Number of producer associations which carry out commercialization activities	N/A	2	57	2	0	2
14	The number of enterprises newly established in the activity zones	173	280	348	350	452 M: 205 W: 247	Projected indicators have been exceeded
15	The number of enterprises which are expanding in project zones	354	962	968	1.020	328 M: 139 W: 189	692
16	The number of enterprises which adopt new management practices	550	312	806	325	576 M: 265 W: 311	Projected indicators have been exceeded

NO.	INDICATEUR	Results through 30 Sept 2000	FISCAL YEAR 2001		FISCAL YEAR 2002		
			Targets	Results	Targets	Results through March 31	To be accomplished April 1 – September 30
17	The number of enterprises which exist at least one year after having adopted a new management technique	0	95	124	156	129 M: 63 W: 66	27
18	The number of enterprises which adopt new technologies	30	140	244	210	21 M: 21 W: 0	189
19	The number of loans granted in the project zones	27	562	3,247	1,095	1,895	Projected indicators have been exceeded
20	The amount of the loans granted in the project zones (million FG)	7,600	27,365	171,063	56,200	181,049	Projected indicators have been exceeded
21	The number of savers mobilized in the project zones	289	1,239	2,367	2,214	485 M: 361 W: 191 Inst: 42	1,729
22	The amount of money saved by the savers in the project zones (million FG)	2,501	11,250	215,805	22,500	106,545	Projected indicators have been exceeded
23	The number of visitors each month visiting the CDEs	84	150	160	250	289	Projected indicators have been exceeded
24	The rate of operational viability of the CDEs (revenue/outgoings)	13%	15%	18.4%	30%	17.1%	12.9%
25	The number of community savings unions (C3s) created in the project zones	4	18	24	18	4	14

NO.	INDICATEUR	Results through 30 Sept 2000	FISCAL YEAR 2001		FISCAL YEAR 2002		
			Targets	Results	Targets	<i>Results through March 31</i>	To be accomplished April 1 – September 30
26	The number of forests co-managed by the communities and other institutional partners	3	0	0	2	0	2
27	The number of community forests managed by 'groupements' which are formally recognized	4	3	6	3	0	6
28	Number of land-use agreement contracts established	26	30	53	41	41	15
29	The number of dissemination activities conducted related to the laws, texts, and decrees regulating the management of natural resources	14	20	32	26	15	12
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	15.75%	N/A	15.75%

* 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.

Operational Restructuring

The implementation of ENRMA programs and activities is an extremely complex and multi-faceted task given the diversity of the project's technical components and goals. Achievement of a coordinated project-wide implementation methodology and synergistic impact is a constant challenge. The first two years of the ENRMA revealed a tendency for technical components to work somewhat independently in pursuit of results based on the performance indicators assigned to each program. While overall this approach has achieved targeted results, the quality of the results has not always been even, and the various programs have to some extent advanced at different rates. By the third year of the project it had become clear that an inadequate operational complementarity and coordination across technical programs can lead to missed or reduced opportunities for achieving a synergistic impact from program implementation.

During the second quarter of FY 2002 the ENRMA undertook an extensive review of its operational approach to program implementation. The purpose of the review was to ensure achievement and quality of targeted results through an increase in the efficiency of program implementation. This is to be achieved through introduction of project-wide implementation structures and procedures designed to increase collaboration and coordination among project technical components and among project partners. In addition, the review included examination and reorganization of the project's information management system. In summary, implemented or planned outcomes of the review include:

- Modifications to the terms and substance of partnerships with local NGOs (completed during the second quarter of FY 2002)
- Creation of the post of Prefectoral Team Leader (completed during the second quarter)
- Design and implementation of a unit (SOS/GP) designed to progressively centralize and improve information management (completed during the second quarter)
- Design and implementation of a unit (PCAT) to coordinate planning and implementation of technical programs (planned for third quarter)
- Establishment of prefectoral-level units (ROPPMOP) to increase representation and field presence of each of the ENRMA technical components at the field level, and to support development and implementation of NRM plans by NRM committees (planned for third quarter)
- Clarification of ENRMA material and financial support policy to implementation of NRM and forest management plans (completed during the second quarter)

Partnerships with local NGOs

Field-level agents are employed by each of the major project partners including Winrock International, VITA, Land O'Lakes, PRIDE/Formation/Guinée, several Winrock partner NGOs and the National Directorate of Water and Forests. Of these categories of agents, those employed by local NGOs under contract to Winrock are the most numerous both in terms of agents in the field and in terms of the number of technical programs for which they have taken on implementation responsibilities. It is significant that the review period coincided with competitive selection of the project's NGO partners. As a result of the review, new contracts were designed to increase the number of NGO agents in the field and to achieve greater specialization and technical competence at the level of the individual assignments and roles of the agents. In addition, a key member of the each NGO's central office was assigned to the ENRMA as technical coordinator of activities implemented within the partnership.

To inaugurate a new relationship between the ENRMA and its NGO partners a workshop was organized during the final two weeks of March that included participation of each of the four NGOs that had been competitively selected to work with the ENRMA for the remainder of the fiscal year (please see Annex 2 for the Terms of Reference of the workshop). The primary aims of the workshop were, 1) to select field agents through a process that included the participation of ENRMA technical assistants responsible for the programs the NGOs are to assist in implementing, 2) to develop NGO work plans with the active collaboration of the ENRMA technical assistance team and 3) to define and clarify the elements of the new working relationship between the NGO and the project. Special emphasis was placed on the role of NGO agents as members of a multi-disciplinary prefectural-level team, on performance monitoring and on the active participation and oversight of the NGO's technical coordinator based in the organization's central office and in continual communication with the ENRMA technical assistance team.

Partner NGO Field Agents by Prefecture and by Specialization

Préfecture:	Kindia		Lélouma		Tougué		Dabola
	Through 03/02	Beginning 04/02	Through 03/02	Beginning 04/02	Through 03/02	Beginning 04/02	Beginning 04/02
NGO partner	ADEG	CENAFOD	Ballal Guinée	Ballal Guinée	UGVD	UGVD	IBGRN
No. of agents assigned to IR 1	5	5	5	5	5	5	4*
No. of agents assigned to IR 2	5	5	5	5	5	5	6*
No. of agents assigned to IR 4	3	3	3	3	3	3	3*
No. of agents assigned to SOS	-	1	-	1	-	1	1
No. of agents assigned to ROPPMOP	-	2**	-	2**	-	2**	2**
TOTAL:	13	16	13	16	13	16	16

*In addition to the NGO agents assigned to IRs 1, 2 and 4 in Dabola, one agent recruited directly by Winrock has been assigned to each of these IRs.

**These NGO supplied ROPPMOP agents serve IR 4 and Land O'Lakes/ACA respectively as relays between these technical components and the prefectural teams/NRM committees. Other field agents serving as ROPPMOP members are selected either from among NGO agents assigned to a particular IR team or a field agent of another partner such as VITA or PRIDE/Guinée/Formation.

Prefectoral Team Leader

A new position of prefectural team leader was created to replace the position of prefectural-level coordinator (*coordinatrice*) (please see Annex 3 for the terms of reference of the position of prefectural team leader). The new team leaders assume overall responsibility for ENRMA program implementation at the level of the prefecture. Efforts were made to identify candidates who have demonstrated initiative, innovation and self-motivation during their careers. As noted above, the composition of the prefectural teams is diverse and it is anticipated that prefectural team leaders adopt a management style that is participatory, transparent and collegial rather than command-oriented. As elsewhere, achievement of synergy among technical programs is an overriding goal at the level of the prefecture. The team leader is accorded the authority and expected to possess the qualities necessary to contribute to achievement of a synergistic impact.

SOS/GP Unit

During the quarter a unit was created and assigned responsibility for operational and strategic monitoring of project activities. Operational monitoring is understood to be collection and processing of information that allows for evaluation of ENRMA program implementation, while

strategic monitoring concentrates on management of information that is the basis for evaluation of results based on the ENRMA's adopted set of performance indicators. The need for a more focused approach to information management became apparent as a result of difficulties encountered at the end of FY 2001 by the USAID team engaged in information verification and validation exercises.

The SOS/GP unit features an information collection network that includes NGO agents based in each prefecture who are responsible for managing collection and storage of information based on defined methods and tools (such as standardized forms). The collection and archiving network is overseen by a supervisor based at project headquarters in Labé who answers to the SOS/GP manager. The unit also includes a computerized database manager who is responsible for synthesizing and processing the information and organizing it into standardized formats.

In addition to information management, the SOS/GP unit is responsible for managing aspects of the the project partnership that includes USAID and the government of Guinea as well as local and international NGOs. To fulfill this set of responsibilities the unit manager calls on human resources based throughout the project rather than those permanently assigned to the SOS/GP. Examples of tasks arising in the context of ENRMA partnership management are found in the activities of the unit completed during the second quarter of FY 2002. SOS/GP activities for this quarter include organization of recruitment committees, establishment of terms of reference and procedures, and coordination of the competitive processes that resulted in selection of project partners NGOs and prefectural team leaders.

Additional details regarding the SOS/GP unit are attached to the present report as Annex 4.

PCAT Unit

The PCAT unit, which will become operational during the third quarter of FY 2002, is responsible for planning and coordination of field-level activities. A simple way to understand the place of the PCAT unit is to portray its manager as the team leader of the (prefectoral-level) team leaders. In addition, the unit includes specialized technical expertise that supports ENRMA technical assistants responsible for individual components in implementation of their programs at the prefectural level. The unit is eventually to include a specialist in agricultural production and NRM as well as cross-cutting specialists in training and gender. As the primary channel through which all aspects of program implementation are to be funneled and coordinated, it is anticipated that the PCAT will increase the level of collaboration and synergy among ENRMA technical components.

Additional details regarding the PCAT unit are attached to the present report as Annex 5.

ROPPMOP

The French acronym translates into English as *reinforcement of rural organizations in planning and implementing their programs*. The ROPPMOP unit has the responsibility to facilitate NRM plan development and implementation and is therefore situated within the technical program of the project's NRM (IR 1) technical component.

To some extent this is a prefectural-level version of the PCAT, but with an emphasis on assuring participation of each of the ENRMA technical components in development and implementation of village-level NRM plans. Consequently the ROPPMOP unit includes field-level agents from each of the project's technical programs. Again, the goal is to create an environment in which all technical programs are working in tandem—in this case, at the field level—to achieve synergy

while at the same time pursuing specific goals and programs. The ROPPMOP unit is designed to ensure that local NRM plans include a coherent and comprehensive program that reflects each of the intermediate results targeted by the project. Thus the plans are developed in the course of jointly-supported exercises that automatically include the participation of each technical component since each component has at least one agent assigned to ROPPMOP.

Additional details regarding the ROPPMOP unit are attached to the present report as Annex 6.

Clarification of ENRMA material and financial support policy to implementation of NRM and forest management plans

As part of its review of program implementation methodologies, the ENRMA also reviewed and clarified its policy regarding financial support to implementation of Natural Resource Management Plans and Forest Management Plans during the second quarter of FY 2002. In keeping with the philosophy and approach of the project, implementation of activities included in the NRM and Forest Management plans will continue to be the responsibility of newly-empowered local populations who benefit from the technical support and some limited material support of the ENRMA and its partner NGOs. In exceptional cases financial support may also be provided (according to the guidelines identified below). In keeping with current policy, the material support provided by the project will occur in the context of NRM-based demonstrations and training activities, and there will continue to be a strong emphasis on sustainability of reinforced local capacities, improved technology adoption and activity implementation beyond the lifetime of the project.

The need for a more defined approach at this time has been established on the basis of the experiences of the first two years of project implementation during which plan implementation efforts have met with limited success. The ENRMA is therefore adopting the following guidelines with respect to financial and material support to NRM and Forest Management Plan implementation.

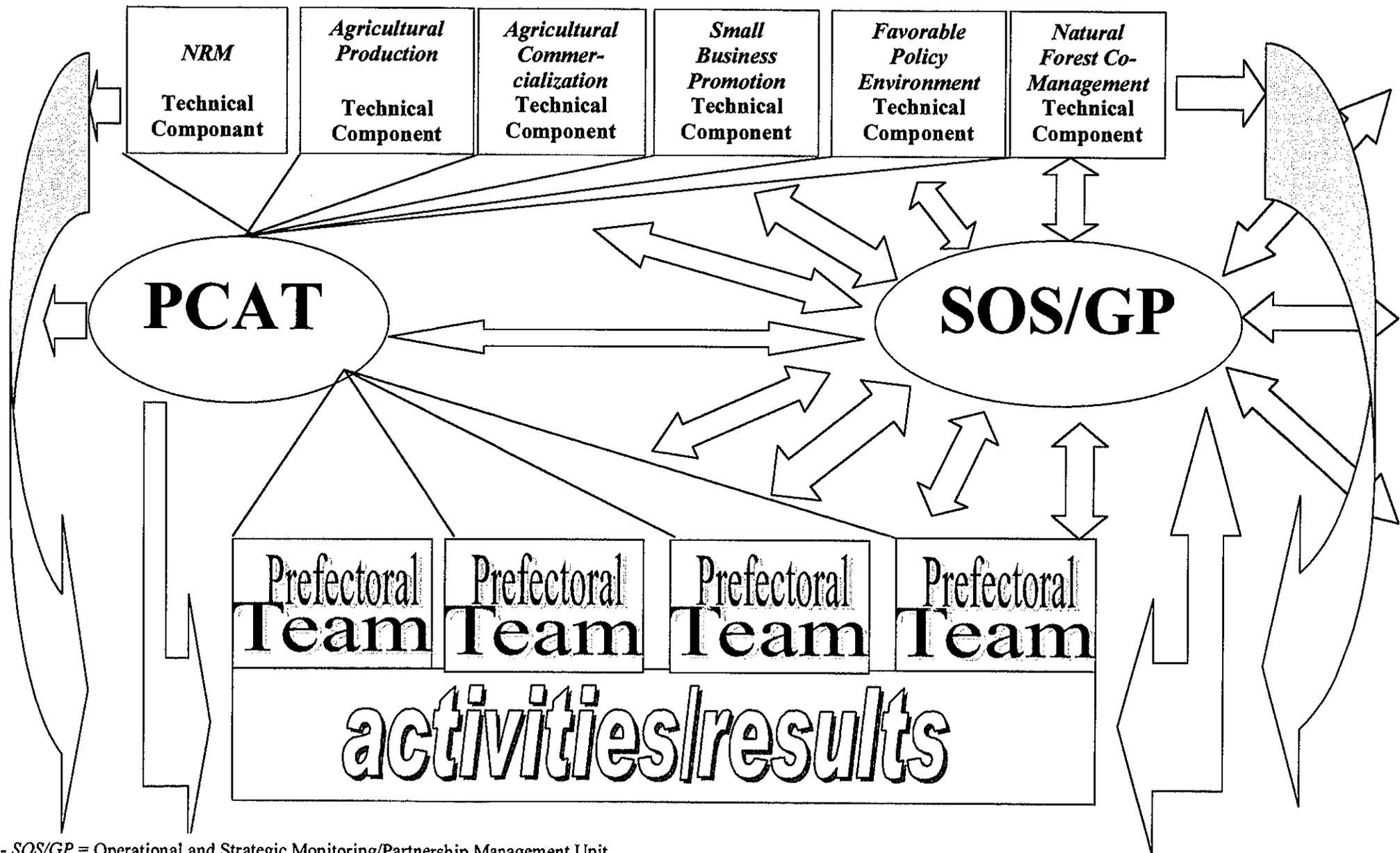
- Consumable inputs for demonstration and training activities such as seeds, seedling production pots and pedagogical support items will continue to be provided by the ENRMA.
- A modest stock of durable materials such as shovels, wheelbarrows and hoes will be provided to each NRM and Forest Management Committee. In some cases bicycles or other types of appropriate but modest material support may be provided to management committees. Training will be provided to committees regarding management, use and maintenance of durable materials.
- In some select cases a critical activity included in a management plan will be considered for full financing by the project if it meets the following criteria: 1) the activity responds to a clear and fundamental need related to NRM and the objectives of the NRM or Forest Management Plan; 2) no apparent financial benefits would result from implementation of the activity, in other words, the activity would provide no benefits of the type that could be captured and profitable for individuals or groups and thus contains no inherent financial incentive for individual or collective local financing; and 3) the activity is confirmed in writing as a priority activity by the management committee and by the appropriate governmental authorities (the DNEF in the case of forest management committees; préfectoral or sous-préfectoral level authorities in the case of NRM committees). A current (and first) example of this type of activity to be approved for financing is the construction of wells near the Nialama Forest to reduce environmentally unfriendly competition for water sources between human and chimpanzee populations.

In addition to the types of activities identified above as eligible for implementation support, the ENRMA is designing a mechanism whereby support will be made more readily available for adoption of improved NRM technologies and practices on private parcels (such as farms, garden plots and community forests) that collectively constitute ecological categories such as watersheds, forests, valley-bottoms, grasslands etc.). This type of support will be provided on a cost-share basis with the project providing some limited material support and the private group or individual to be responsible for providing a defined labor investment. This type of support is envisioned as a type of demonstration that requires local private partners to invest in improved technologies, but does not require local partners to assume 100 percent of material costs prior to their being convinced of the benefits to result from the improvement. This type of support will be designed to provide a one-time incentive for adoption and demonstration of improved technologies (i.e., it would not be renewable within a given context), and would be provided on a competitive basis through a process managed by the NRM or the Forest Management Committee benefiting from the technical support of project sources such as NGO partners.

Substantial preparation in the areas of design, planning and training will be required prior to implementation of this type of support. Therefore the ENRMA does not expect to have this type of "cost share" program in place prior to fiscal year 2003.

Figure 4 (below) is a graphical representation of the current ENRMA approach to program implementation following modifications to implementation strategies, structures and procedures introduced during the past quarter.

Figure 4 : ENRMA Implementation Structures and Strategy



- *SOS/GP* = Operational and Strategic Monitoring/Partnership Management Unit
- *PCAT* = Planning and Coordination of Field Activities Unit
- Each *Prefectoral Team* includes a Team Leader, field agents of all project partners and the ROPPMOP unit

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:

- An increased collaboration and synergy between project technical components;
- A consolidation of results realized to date and an improvement of their quality;
- 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 second quarter (January – March 2002) of fiscal year 2002 includes the following sections :

- A presentation of progress achieved to March 31, 2002
- A presentation of activities completed or ongoing during the second quarter of FY 2002
- A description of problems encountered, solutions proposed and current prospects for achieving targeted objectives for FY 2002

Progress achieved to March 31, 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*. The following table presents the performance indicators adopted to measure progress toward achievement of these results. The table also presents objectives (based on each performance indicator) and progress achieved by March 31, 2002.

NRM Component:
Progress Achieved by March 31, 2002

INDICATORS	FY 2002 Targets	Progress Achieved by March 31, 2002*	To be completed April 1 – September 30, 2002
03 : The number of NRM plans successfully implemented by communities	36	17	19
04 : The number of NRM plans prepared, and judged acceptable, with the assistance of NGO or GOG agents	39	17	22
05 : The number of village NRM organizations which are functional	37	17	20
06 : The number of NGO agents participating in organized training	30	9	21
07 : The number of organized demonstrations and programs aimed at increasing capacity	405	303	102

* These activities were not necessarily completed during the quarter but will continue into subsequent quarters and be evaluated by August 2002.

Activities completed or ongoing during the second quarter of FY 2002

In order to achieve the results identified in the preceding section the NRM component has developed a detailed action plan for fiscal year 2002. The core activities included in the action plan are identified in the component's *results framework* as presented in the following table.

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 NRM component has developed a joint strategy with the Agricultural Production Component for FY 2002 that aims to improve the quality of results through greater collaboration with all ENRMA technical components. The component has developed a methodological sequence based on the following four steps :

- Information sharing regarding the ENRMA, its philosophy, goals and methodological approach ;
- Baseline information collection and support to rural organizations and establishment of NRM committees ;
- Participatory diagnostic exercises to prepare NRM plan development ;
- Implementation of NRM plans on the basis of training activities and demonstrations.

Following is a list of NRM component activities completed or ongoing during the second quarter of fiscal year 2002. The activities listed below are designed to support the core activities and the achievement of results as noted in the results framework presented in the table above.

- ❖ Information sharing and collaboration in villages just beginning their collaboration with the ENRMA took the form of village assemblies. An early concrete accomplishment of the information sharing activities was that collaboration between field agents assigned to ENRMA components

specializing in NRM, Agricultural Production and a Favorable Policy Environment led to signature of several tenure contracts in Lélouma.

- ❖ Two new NRM committees were put into place during the quarter bringing the total for the fiscal year to date to 17.
- ❖ A workshop to reinforce capacity to develop and implement NRM plans was organized and implemented with the participation of nine field agents in Sougueta. Of the nine agents agents six were members of the ENRMA prefectoral team and 3 were resource persons based at CLUSA, OICI Mamou and the PAK project.

SOUGUETA WORKSHOP PARTICIPANT LIST

N°	Name	Position	Institution
1	Demba Cissé	NRM agent	PEGRN/ADEG Kindia
2	Fodé Salifou Sylla	NRM agent	PEGRN/ADEG Kindia
3	Amadou Oury Keïta	NRM agent	PEGRN/ADEG Kindia
4	Idrissa Sow	Ag Production agent	PEGRN/ADEG Guinée
5	Mamadou Abdoul Diallo	Favorable Policy Environment agent	PEGRN/ADEG Kindia
6	Kaba Zenab Diané	Prefectoral Coordinator	PEGRN/ Kindia
7	Kamissoko Aïssatou Diallo	Extension Unit agent	OIC Mamou
8	Hamidou Bah	CLUSA agent	CLUSA Kindia
9	Ansoumane Camara	Planner	PAK Project – Yoko

- ❖ Two new NRM plans were developed during the quarter for a total of 17 during the fiscal year to March 31.

NRM PLANS DEVELOPED THROUGH MARCH 31, 2002

NGO	PREFECTURES	VILLAGES
BALLAL - GUINEE	TOUGUE	MOUKIDJIGUE, MALIPAN SOLOKOURE KEGNA(KOLIMA) WOUROTEMBE
UGVD	LELOUMA	MISSIDE TYOUKOU THIEWERE BOURAWAL BANGUA NIALAMA SAMBAYA BALANDOUGOU
ADEG	KINDIA	YALAYA CENTRE GUEMESSORON BAGUIYA ET MANINKALA YANGUEYA HORRE WOLIA

- ❖ NRM plan implementation was facilitated during the quarter through organization and implementation of 207 trainings and demonstration sessions on improved NRM technologies and practices and participatory planning. Mise en œuvre des activités sous forme de démonstrations/formation

TRAINING AND DEMONSTRATION SESSIONS IMPLEMENTED DURING THE QUARTER

Training Theme	January - March 2002			
	Sessions	Women	Men	Total
NRM Planning	14	149	169	318
Improved cook stoves	15	218	142	360
Simple production plans	57	668	442	1110
Composting	62	769	458	1227
Organic manure	28	374	197	571
Straw mulching	6	90	42	132
Stone bunds	1	10	8	18
Improved varieties	24	278	151	429
Total	207	2556	1609	4165

Problems encountered, solutions proposed and prospects for achievement of targeted objectives for fiscal year 2002

The principal difficulty encountered during the quarter was the lack of progress registered in translation of NRM plans and rural organization by-laws into local languages. This situation is the result of a lack of qualified and available translators in certain localities. An effort to identify qualified translators at the local level is currently underway and we anticipate that the situation will be resolved in the course of the third quarter.

C. Intermediate Result 2:

Farm production and productivity increased and sustained

AGRICULTURAL PRODUCTION COMPONENT

Introduction

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 quarter report is that of the Agricultural Production Component.

Intermediate result 2 (*Increased farm productivity*) includes four sub-intermediate results of which two are specifically targeted by the agricultural production component :

- Producers' knowledge about environmentally sound, productivity enhancing practices increased
- Improved production in management skills acquired and used by producers in activity zone

The strategy adopted by the component to meet its objectives includes 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 :

- Partnership between local NGOs and farmer organizations.
- Maximum coverage of villages within the zones targeted by the ENRMA
- Synergy between the agricultural production component and the other technical components of the ENRMA.

This report of the Agricultural Production Component for the second quarter (January – March 2002) of fiscal year 2002 includes the following sections :

- A presentation of progress achieved to March 31, 2002
- A presentation of activities completed or ongoing during the second quarter of FY 2002
- A description of problems encountered, solutions proposed and current prospects for achieving targeted objectives for FY 2002

Progress achieved to March 31, 2002

Performance indicators to evaluate progress toward achievement of targeted results are presented in the following table. The table also presents progress achieved by indicator through March 31, 2002 as compared to annual objectives. One notes that the activities

thus far completed during the current fiscal year have been overwhelmingly focused on off-season vegetable gardening, and as such the results recorded do not yet reflect the much larger surfaces that will host project activities during the agricultural season.

Progress Achieved by March 31, 2002

Performance Indicator	FY 2002 Target	Progress Achieved by March 31, 2002*	To be completed April 1 – September 30, 2002
02 Area of land under cultivation using sustainable agricultural techniques (ha)	9,840	76.62	9,764
08 Number of producers who invest in sustainable production techniques which increase productivity	5,900	3,421	4,600
09 Number of producers capable of describing at least two sustainable agricultural practices that improve productivity	9,000	2,058	7,900
10 Number of producers who implement a simple production plan	5,900	1,527	4,600

Activities completed or ongoing during the second quarter of FY 2002

In order to achieve the results identified at the outset of the present chapter, and in accordance with USAID strategic objective 1 (*Increased use of sustainable natural resource management practices*), the Agricultural Production Component implements a program designed 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 ENRMA 18-month work plan (April 2001 – September 2002) includes activities designed to address the constraints noted above. A detailed action plan based on the 18-month work plan was developed by the agricultural production component for fiscal year 2002. Following is a list of completed or ongoing activities during the second quarter (January – March) of fiscal year 2002 :

- Organization of a network of village resource/extension/relay persons

The network is made-up of 197 persons and is intended to ensure availability of technical services and knowledge to individuals involved in garden vegetable production.

- Training of trainers and vegetable gardeners

During the quarter 177 training sessions were implemented by the agents of the NRM and Agricultural Production components throughout the various intervention zones of the ENRMA. The training sessions focused on the basic NRM technologies and vegetable production techniques that are most appropriate for rural producers.

- Evaluation of production parcels

One of the problems faced by the component is the difficulty of determining the surface area of the multiple small and irregularly-shaped plots on which vegetable production takes place. The component has developed two methods for surmounting this problem:

- In the prefecture of Tougué estimations of surface area are based on the quantity of seed planted. For example, it is estimated that one hectare is planted for every 5 kilogrammes of onion seed planted (this corresponds to 66 plants produced on each square meter, spaced at 10cm x 15 cm).
- In the prefectures of Kindia and Lélouma surface area is calculated through measurements conducted by the field agents of the NRM and Agricultural Production agents.

Problems encountered, solutions proposed and current prospects for achieving targeted objectives for FY 2002

Problems

- Restriction of extension activities to producers having benefited from credit of inputs (seeds) provided by ACA. The fact that most extension activities are conducted with this relatively small pool of producers restricts the breadth of the impact that could otherwise result from agricultural production extension activities.
- The measurement of gardening surface areas remains somewhat controversial. The debate is whether to consider the total surface area as: 1) that which is "zoned" for gardening, which would be defined as an ecological zone that could benefit generally from sustainable practices such as live fencing and wind breaks; 2) the total production area including alleys between seeded areas and shallow wells without which production would be impossible; or 3) simply the areas that are seeded.

Solutions

- Regarding the first problem identified above, the component plans to conduct surveys to producers including those who are not members of the village organizations with which the ENRMA is currently collaborating. The surveys will determine, 1) the level of awareness of producers regarding the ENRMA; 2) knowledge of targeted technologies and 3) level of application of technologies.
- Regarding the problem of estimation of vegetable garden surface areas, one must recognize that whatever the methodology employed there remains the imperative of verification. This can be assured through follow-up exercises. A methodology for verification exercises has been developed and is beginning to be employed by the field agents of the NRM and Agricultural Production components.

Development of a strategy to ensure achievement of targeted objectives for FY 2002

The strategy has been developed and formalized into the action plan for FY 2002. It is based on institutional collaboration between the ENRMA, partner NGOs and rural organizations established through the support of the project. The strategy integrates the following operational elements:

1. An extension network composed of 22 field agents and at least 3 « relay » rural resource persons in each sector corresponding to a distinct agricultural system within the intervention zone of the project.
2. An *ex-ante* evaluation of agricultural potential in each of 215 villages.

Surveys have been completed in Tougué in the 68 villages included in the extension zone of Balla Guinée. Survey results include: 1,410 producers within the « Tapade » zone and 685 producers in exterior fields. Extrapolations reveal that the average surface area exploited by household and by agricultural system is 0,3 to 0,5 hectares in the tapades and 1 hectare in the “versants.” Estimates of the total area of arable land in the zone vary between 1,108 and 1,672 hectares. The target assigned to the NGO is to achieve 1,625 hectares of cultivated area has adopted improved and sustainable agricultural practices. (One notes that this supposes that the estimate quoted above—average surface area exploited by family—is closer to 0.5 than to 0.3 hectares.) Similar survey exercises are being completed in the other prefectures.

3. A consultancy is scheduled for the third quarter of fiscal year 2002 to provide support to the technical assistant responsible for the agricultural production component and to increase the potential of achieving all targeted results. The consultancy will focus on examination and improvement of the existing work plan for fiscal year 2002 and its implementation. The consultancy will also improve the capacity of partner NGOs to plan and implement activities in support of agricultural production objectives.

C. Intermediate Result 2 (continued) :

Productivity of farms in activity zones increased

AGRICULTURE COMMERCIALIZATION COMPONENT

INTRODUCTION

In 1999, Land O'Lakes and the Agricultural Marketing Agency signed contracts with Winrock International to manage the agricultural marketing activities for the Expanded Natural Resources Management Activity. The principal activities of this project component contribute to the accomplishment of intermediate result #2, **Increase in agricultural productivity in the project intervention zones**, more specifically the two following sub-intermediate results:

- Marketing skills acquired and applied by producers in the project zones
- Agricultural marketing systems reinforced.

There are three main activities that are programmed to accomplish the first sub-result :

- Sectoral farm-to-market studies for priority agricultural products
- Periodic situational market analysis
- Training of producer groups assisted by the project on marketing strategies and the effective use of market information

Concerning the second sub-result, the activities to be carried out include:

- Support to new producer associations in agricultural marketing
- Investigation of new marketing opportunities
- Reinforcement of the institutional capacities of ACA with the goal of providing the best marketing services to producers, and at the same time, creating autonomy for the organization.

PROGRESS ACHIEVED AS OF MARCH 31

Progress achieved through March 31 is presented in the following tables. The relative lack of information included in the tables is explained by the fact that information on indicators 11-13 is collected periodically and was not collected during the past quarter. Next quarter a sample of the population in the project intervention zones will be surveyed and then an extrapolation done to determine estimated percentage of the population that use market information. As far as indicator #12 is concerned, the field agents will periodically monitor a sample of producers and the principal products marketed in their zone. Total value of products sold will be extrapolated from this sample of producers within and outside producer associations.

As for all the indicators related to the agricultural marketing component, it was decided that LOL/ACA will conduct the monitoring in the project intervention zones, but ACA will continue to add information from zones outside the project.

Table of Performance Indicators

Indicator	FY 2001		FY 2002			Comments
	Planned	Result	Planned	Accomplished by March 31	To be accomplished April 1 to Sept 30	
No. 11 : Number of producers that use market information	4000	33,350	4.000	N/A	4,000	A questionnaire will be administered during the months of July and the results reported at the end of the last quarter.
No. 12 : Value of products marketed from the project zones.	309	510	340	N/A	340	Next quarter, field agents will select a representative sample of producers, and enumerate the quantity of principal crops sold and at what price.
No. 13: Number of producer associations that carry out marketing activities	2	57	2	0	2	Strating next quarter, field agents will evaluate which groups have purchased seed or sold their products to ACA or to others <u>as a group</u> .
No. 30: Rate of cost-coverage of ACA.	6.75%	N/A	15.75%	N/A	15.75%	ACA will have this figure at the end of the fiscal year.

ACTIVITIES ACCOMPLISHED OR ONGOING DURING THE SECOND QUARTER OF FISCAL YEAR 2002

Overview

The quarter was devoted to the installation of the Prefectural Coordinating Agents in the four zones of the project; baseline information collection on producer associations and the identification of their marketing constraints; preparation of training modules on use of market information and marketing strategies; development of ACA's marketing strategy for the 2002 onion season, and the revision of the ACA business plan.

Two agents were hired as Prefectural Coordinating Agents (ACP) for Tougue and Lelouma. Two LOL personnel were deployed in the other prefectures of Dabola and Kindia (Sougueta). A workshop on the FY2002 workplan will be held the first week of April to discuss key aspects of the plan, notably the component's strategy, and the monitoring of related indicators.

The new agents initiated activities in their prefectures by holding meetings with producer groups working with the project (except for Dabola). Agents from other project components have been assisting them in the implementation of this activity.

Concerning ACA's Prefectural Marketing Agents (AVP) who work in the project intervention zones, it was decided to grant them an honorarium of 100,000 GF, 80% paid by LOL and 20% by ACA. They will be expected to collaborate closely with the ACP, which will entail more hours than were originally envisioned when they were engaged by ACA. They will share use of the LOL-assigned motorcycles with the ACP. A joint program defining responsibilities of each agent will be prepared monthly.

In addition to the activities mentioned above, operation of the Agricultural Information and Marketing Centers (CIAC) was also planned, but due to the lack of functional AVPs in each prefecture as well as a clear strategy on the functioning of these centers, the activity was reprogrammed for the next quarter. The field days on post-harvest techniques for onions planned for this past quarter are priorities for the month of April. It was decided that these programs will only be held in zones that do not receive Rural Radio transmissions. Other zones will be able to tune into a round table discussion that will be broadcast two or three times in April and May.

An action plan for the revision of the ACA business plan was submitted to USAID in the month of January. It was proposed to have the next draft ready for approval in mid-June. During the quarter, the ACA staff adopted a new strategy that will be discussed during a workshop planned for early April in Kankan.

Concerning the launching of the project in Dabola, the agricultural marketing component participated in a workshop for the new field agents March 13-15, 2002. The LOL ACP collaborated with the rest of the team to further develop the NRM plans in five sectors in the prefecture.

Sub-result 2.3: Marketing skills acquired and applied by producers in the project zones

Training

The staff of LOL/ACA are continuing work to prepare two training modules, one on use of market information and the other on marketing strategies. The field agents (ACP and AVP) must first fully understand these concepts before taking the message out to producers. A training of trainers, planned for the month of March, was postponed due to a delay in completion of the manuals, and will now take place in late April or early May.

LOL is discussing a training of trainers program with PRIDE on "Organizational Development for Village Associations." This training program, which will be supported by Mme. Nabe from ACA, assists groups to better define roles and responsibilities of members, and helps to put in place simple statutes and internal guidelines.

Farmer-to-Farmer program

Four FTF volunteers worked on the project during the quarter. The table below gives details on the themes of the training sessions and level of participation.

Theme	Place	Volunteer	Participants		
			M	W	Total
Rural Leadership	Balaya Dow Banga Lelouma Centre	Brett Nelson	30	73	103
Beekeeping		Edgar Elvi	114	9	123
Assessment of the Onion Marketing Season for 2001	Balaya Dow Banga Lelouma Centre	James Hurst	100	135	236
Estimation of yields for Onions and Other Crops	Tougue Lelouma	Phil Smith	22	5	27
Rural Finance	Tougué Lélouma	Donald E. Breazeale	39	4	43

Agricultural marketing support to producer associations

The ACP, in collaboration with the AVP, launched a survey of producer associations within their work zones. The purpose of the survey was to identify and better understand the various characteristics of the groups, such as their objectives, their principal and secondary activities, how they are organized, etc. All the data will contribute to the completion of the data base that the agricultural marketing component has on file and will aid in determining appropriate strategies to assist producers. The data on the associations also helps ACA in orienting their strategy to assist producers to market onions this season.

The project continued assistance to groups by facilitating access to onion seeds in Lelouma and Tougué prefectures. At the beginning of January, a final lot of 12 kg of seeds was purchased, 10 kg for Lelouma and 2 kg for Kouratongo. The total of 134 kg of seeds were distributed to producers through ACA this past season.

In Tougue, agents identified 58 producer associations (1,246 women and 640 men) with whom the project works. In Kindia, the familiarization activity is not complete, but the agent has identified 17 associations in the CRD or Kolenten and Sougueta. This exercise helps field agents to prioritize groups with whom to work on their organizational development.

Onion Season 2002

The ATL, in collaboration with LOL, has proposed ACA's strategy in the marketing of onions this year. It will be necessary to evaluate the real quantities available with each association and establish collection points where designated groups can gather their produce. ACA will deliver sacks and scales and will analyze how funds can be made available to pay producers in a timely manner. ACA will base their purchase price on the most recent price at

the closest weekly market in the area, minus cost of transport and sacks. They will attempt to purchase 35 T from associations in Tougué and 15 T from Lélouma. Groups that purchased seeds from ACA will be prioritized, except for those that most recently paid in Kouratongo and Linsan Saran. ACA will only purchase the red variety, *Violet de Galmy*.

Sub-result 2.4: Marketing systems reinforced

The Kankan Agricultural and Artisanal Fair is scheduled for the first half of April. This fair gives producers and participants the opportunity to contact different merchants that are interested in their products.

Sectoral Farm-to-Market Studies

A meeting with all project components to target agricultural products to be studied before the end of the fiscal year was postponed to early April. ACA has targeted chili peppers and sesame, though with the understanding that the latter crop is not a priority for the project intervention zones.

Periodic situational market analysis

Implementation of this activity is delayed. An LOL volunteer will be deployed during the third quarter to put in place a system of collection, analysis, and diffusion of this information. (S)He will train ACA staff, leaving a guide with the project and ACA that can be used to establish and use the system.

Reinforcement of the institutional capacity of ACA

Following a meeting held at USAID, it was decided to further revise ACA's business plan during this fiscal year. It is expected to have a more realistic and more focused document with viable information on selected products and costs related to ACA's operations. Considering the tasks required to revise the document, a limit up to the start of the next fiscal year (September, 2002) was agreed upon.

A volunteer sent by LOL worked with the ATL from ACA for one and a half months. The objective of his assignment was to support information collection on market and "farm gate" prices as well as all costs related to marketing any particular product (case by case). After evaluating market information available, he planned to train field agents on the use of market information. However, due to a reduction in the volunteer's stay in Guinea for personal reasons to 45 days, he was only able to complete the first part of assignment. Therefore, he worked with the ATL to launch the questionnaires on marketing costs to complete missing information for the ACA business plan.

Principal weekly markets were targeted for the surveys. In a meeting held at the ATL/Labe office the 9th of January with LOL and ACA personnel, it was agreed that prices at these weekly markets are effectively "farm gate prices." The targeted markets and crops to study were based on the last version of the ACA business plan. The ATL at each regional location and the LOL volunteer chose the surveyors at each targeted market who would be responsible to talk with two collectors per week per product, not only to determine marketing

costs, but also to gain an understanding of the product volume available at each market per season.

The ACA staff has begun to rewrite a revised version of the business plan. It was decided to organize a workshop immediately after the Kankan Fair to present ACA's new intervention strategy. Representatives from USAID, Winrock and LOL will be invited to this workshop. The ATL will present their strategy for coverage of their costs by antenna, and the headquarters staff will explain costs of services to be furnished to producers.

Problem/Difficulties encountered and proposed solutions

Major difficulties encountered during the quarter were as follows:

- An objective evaluation of last year's onion marketing season was difficult. Both ACA and producers defend their positions and views, and drawing productive lessons is not forthcoming. In other words, how can an objective evaluation of last season contribute to designing a new strategy that will work for this year?
 - *Proposed solution:* 1) ACA/LOL staff are still waiting for the report done by the FTF volunteer that was in Guinea to better understand the situation, 2) During the workshop on the action plan for the rest of the year, lessons will be drawn and a new strategy defined.
- Regular communication between LOL and ACA continues to be a blockage point in the collaborative implementation of activities. ATL/Labe is available for discussions anytime, but he cannot make timely decisions that are often required.
 - *Proposed solution:* 1) Assign someone from ACA to work at project headquarters in Labé who can represent the agency to make all necessary decisions, 2) Reactivate ACA's email account so that information can flow more easily.

Perspectives for the next quarter

The principal objectives for next quarter are to intensify training and marketing (onions) activities, and the monitoring of indicators at the field level and submission of a final draft of ACA's business plan to USAID. Additional FTF volunteers will also be deployed. The farm-to-market studies will be launched during this period. Once other project components have the opportunity to express their priorities, vis-à-vis the crops to be studied, the Dabola ACP will take the lead in establishing the program to complete the studies.

As soon as the training modules are finalized, the ACP and AVP from the four prefectures will be trained, who in turn will program training of association representatives on the two principal themes: use of market information and marketing strategies.

The workshop on the workplan, to take place at the beginning of April, will clarify the strategy for this year's onion marketing season. The methodology to collect indicators will also be determined in this workshop.

Three FTF volunteers are planned for next quarter. The themes include establishment of data bases, human resources management, and review of compiled market information

The definition of ACA's intervention strategy during the Kankan workshop will help the agency to produce a business plan that is more realistic and feasible than previous versions submitted.

D. Intermediate Result 3:

Micro- and small-enterprise activities increased

INTRODUCTION

This chapter of the 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 the 2002, that is, for the period from January 1 to March 31, 2002. The report focuses on the achievements and lessons learned during this period.

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

The success of IR-3 interventions rests largely on the extent to which entrepreneurs or groups of entrepreneurs can acquire and apply non-farm technologies and enterprise management skills, and obtain the financing needed to invest in these types of income-generating activities. In this context and based on the lessons learned during the two years 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:

- Development and implementation of a business development training program targeting micro and small enterprises in the ENRMA activity zones.
- Development and implementation of an Enterprise Development Sub-sector Support Program under the auspices of the Enterprise Development Centers (*Le Centres de Développement des Entreprises* – 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.
- Creation of a rural network of *Caisses Communautaires de Croissance* - C³s) in the activity zones to provide local communities in the ENRMA target zones with accessible financial services.
- 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 ENRMA partners.

I. PROGRESS TOWARD ACHIEVEMENT OF IR-3 PERFORMANCE INDICATORS

The Rural Enterprise Development Component of the ENRMA (IR-3) is responsible for Intermediate Result 3 of USAID's Strategic Objective 1: *Micro and small enterprise activity increased* (IR-3). The intermediate result includes three sub-intermediate results: (1) Enterprise management skills acquired and applied (SIR-3.1); (2) Enterprise skills in using new technologies strengthened (SIR-3.2); and (3) Capacity of mobilizing financial resources for small and micro-enterprises strengthened (SIR-3.3). The following table presents the performance indicators adopted to measure progress made by VITA and its local partner PRIDE/Guinée/Formation, toward achievement of the benchmarks as set forth in the Rural Enterprise Development Component's Strategic Results Framework (IR-3) as of March 31, 2002:

Progress Towards the Achievement of the benchmarks as set forth in the Rural Enterprise Development Component's Strategic Results Framework (IR-3) as of March 31, 2002

NO.	INDICATORS	FY 2000	FY 2001				FY 2002	
		Achieved as of 9.30.00	Projections (10.1.00-9.30.01)	Achieved (10.1.00-9.30.01)	Achieved as of 9.30.01 (Cumm.)	Projections (1.10.01 - 9.30.02)	Achieved as of 3.31.01	To be achieved before 9.30.02
14 (IR 3a)	The number of enterprises newly established in the activity zones	173	280	348	521	350	452 M: 205 W: 247	Projected indicators have been exceeded
15 (IR 3b)	The number of enterprises which have expanded in the activity zones	354	962	968	1,322	1,020	328 M: 139 W: 189	692
16 (IR 3.1a)	The number of enterprises which adopt new management techniques	550	312	806	1,356	325	576 M: 265 W: 311	Projected indicators have been exceeded
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	95	124	124	156	129 M: 63 W: 66	27
18 (IR 3.2)	The number of enterprises having adopted new technologies in the activity zones	30	140	244	274	210	21 M: 21 W: 0	189
19 (IR 3.3a)	The number of loans granted in the project zones	27	562	3,247	3,274	1,095	1,895 ¹	Projected indicators have been exceeded
20 (IR 3.3b)	The amount of loans granted in the project zones (Thousands GNF)	7,600	27,365	171,063	178,663	56,200	181,049 ²	Projected indicators have been exceeded
21 (IR 3.3c)	The number of savers in the project zones	289	1,239	2,367	2,656	2,214	485 M: 361 W: 191 Inst: 42	1,729
22 (IR 3.3d)	The amount of money saved in the project zones (Thousands GNF)	2,501	11,250	215,805	218,306	22,500	106,545	Projected indicators have been exceeded
23	The number of visitors each month visiting the Enterprise Development Centers - CDEs	84	150	160	160	250	289	Projected indicators have been exceeded
24	The rate of operational viability of the Enterprise Development Centers - CDEs (Total revenues/Total Costs)	13%	15%	18.4%	18.4%	30%	17.1%	12.9%
25	The number of C ³ s created.	4	18	24	28	18	4	14

As indicated by the table above, as of March 31, 2002, the Rural Enterprise Development Component of the ENRMA (IR-3) has already surpassed the targets for performance indicators numbers 14, 16, 19, 20, and 22 as set forth in the project's work plan for Fiscal Year 2002³.

The IR-3 Team has also made steady progress toward achievement of performance indicators 15, 17, 18, 23, and 24, and has taken the necessary steps to ensure that the benchmarks related to these indicators will be achieved by September 30, 2002.

The IR-3 Team, however, is lagging behind with respect to the benchmarks related to two of its performance indicators: the number of savers (indicator 21) and the number of C³s created in the ENRMA target zones (indicator number 25). This lag is primarily due to the amount of time needed to perform the preliminary tasks associated with the creation of a new C³, that is, the time-consuming field work involved in the C³ feasibility studies, the organization of information-sharing meetings with the communities once the C³ site has been

¹ A total of 1,895 loans were disbursed from October 1 to March 31, 2002 by the ENRMA, of which 847 loans were disbursed under the auspices of the Programme Pilote de Cr dit du PEGRN and 1,048 loans were disbursed under the auspices of the *R seau des Caisses Communautaires de Croissance - C³*.

² A total of 181,049,200 FG GNF of loans were disbursed from October 1 to March 31, 2002 by the ENRMA, of which 76,409,500 GNF of loans were disbursed under the auspices of the ENRMA Pilot Credit Program and 104,639,700 GNF of loans were disbursed under the auspices of the *R seau des C³*.

³ It should be noted that the project's fiscal year 2002 corresponds to USAID's fiscal year, that is, from October 1, 2001 to September 30, 2003.

selected, the election of Board Members, the identification and introductory training of the cashiers, and the identification and renovation of the buildings which will serve as the C³ offices. However, this situation is not alarming given that the IR-3 Team has made sufficient progress working with the local communities in Lélouma, Tougué and Dabola to create the remaining number of C³s needed to achieve the targets for these two indicators as set forth in the work plan for FY 2002.

Finally, it should also be noted that the operational cost-recovery ratio for the project's Enterprise Development Center (CDE) dropped slightly during the first quarter from 18.4% to 17.1%. This temporary drop in financial performance was primarily due to the fact that four new CDE field agents were hired in January to improve the Center's contribution to rural enterprise development activities in the ENRMA intervention zones. Thus, the CDE registered an increase in its operational costs (the additional salaries and associated expenses of the new field agents) during the quarter without a corresponding increase in revenues. The challenge in the future will be to ensure that these new agents contribute to the revenue generation efforts of the CDE.

II. ACTIVITIES ACCOMPLISHED DURING THE SECOND QUARTER OF FY 2002

In order to achieve the results mentioned in the preceding section, VITA, in collaboration with its local partner PRIDE/Guinée/Formation, has developed a detailed action plan for fiscal year 2002. The core activities included in the action plan are identified in the Rural Enterprise Development Component's Strategic Results Framework (IR-3) as presented in the following table.

The Strategic Results Framework for the Rural Enterprise Development Component (IR-3)		
INTERVENTIONS	RESULTS	PERFORMANCE INDICATORS
PRIDE/Formation's Rural Enterprise Development Training Program. The Enterprises Development Center (CDE). The Creation of the Rural Network of C ³ s. The ENRMA Pilot Credit Program.	IR-3.1: Micro and small enterprise activity increased.	(14) Number of enterprises newly established in the activity zones
		(15) Number of enterprises which have expanded in the activity zones
PRIDE/Formation's Rural Enterprise Development Training Program. The Enterprise Development Center (CDE).	Sub-IR 3.1: Enterprise management skills acquired and applied.	(16) Number of enterprises which adopt new management techniques
		(17) Number of enterprises which are still in existence at least one year after having adopted a new management technique
The Enterprise Development Center (CDE).	Sub-IR-3.2: Enterprise skills in using new technologies strengthened.	(18) Number of enterprises having adopted new technologies in the activity zones
		(23) Number of monthly visits to the CDE
		(24) Operational viability ratio of the CDE (Total revenues/Total Costs)
The Creation of the Rural Network of C ³ s.	Sub-IR 3.3: Capacity of mobilizing financial resources for small and micro-enterprises strengthened.	(19) Number of loans granted in the project zones
		(22) Amount of money saved in the project zones (Thousands GNF)
		(21) Number of savers in the project zones
		(20) Amount of loans granted in the project zones (Thousands GNF)
		(25) Number of C ³ s created in the project zones

The following is a list of the Rural Enterprise Development activities completed or on-going as of March 31, 2002. The activities listed below (by Program) are designed to support the core activities and the achievement of the results as noted in the strategic framework table presented above.

a) The Rural Enterprise Development Training Program (PRIDE/Guinée/Formation):

During the first quarter of 2002, the IR-3 Team, in collaboration with the local NGO PRIDE/Guinée/Formation, *intensified* its Rural Enterprise Training Programs by offering 26 enterprise development workshops targeting rural enterprises⁴ in the ENRMA'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 following table presents a breakdown of the different training sessions offered as of March 31, 2002:

⁴ By enterprise, we mean any individual or formal or informal organization (enterprise, association, group, etc.) engaged in revenue generating activities.

**Summary of the different training sessions offered by the ENRMA Enterprise Development team (IR3)
as of March 31, 2002**

NO.	TRAINING MODULES	ACTIVITY ZONES	DATES	NUMBER OF PARTICIPANTS		
				H	F	Total
I. Project year 1 (October 1, 1999 –September 30, 2000):						
Sub-total (21 workshops organized from October 1, 1999 to September 30, 2000)				366	129	495
PERCENTAGE (%)				74%	26%	100%
II. Project year 2 (October 1, 2000 –September 30, 2001):						
Sub-total (from October 1, 2000 to September 30, 2001)				542	435	977
PERCENTAGE (%)				55%	45%	100%
III. Project year 3 (October 1, 2001 –September 30, 2002):						
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
4	Entrepreneurship Workshop (LN)	Tougué (Koumbama – Kouratongo)	Jan. 6-8, 2002	17	11	28
5	Entrepreneurship Workshop (LN)	Tougué (Foréa – Kouratongo)	Jan. 8-10, 2002	15	6	21
6	Entrepreneurship Workshop (LN)	Tougué (Gonkou – Kouratongo)	Jan. 12-14, 2002	20	24	44
7	Entrepreneurship Workshop (LN)	Lélouma (Thioukou Lambaguel – Balaya)	Jan. 13-15, 2002	13	33	46
8	Entrepreneurship Workshop (LN)	Lélouma (Dar-es-Salam – Linsan Saran)	Jan. 16-18, 2002	16	18	34
9	Entrepreneurship Workshop (LN)	Tougué (Kouratongo-Centre)	Jan. 16-18, 2002	15	23	38
10	Entrepreneurship Workshop (LN)	Lélouma (Komba – Linsan Saran)	Jan. 20-22, 2002	20	34	54
11	Entrepreneurship Workshop (LN)	Tougué (Wara – Commune Urbaine)	Jan. 20-22, 2002	20	26	46
12	Entrepreneurship Workshop (LN)	Tougué (Bolé – Commune Urbaine)	Jan. 23-25, 2002	14	16	30
13	Entrepreneurship Workshop (LN)	Tougué (Douga – Bakoum)	Feb. 2-4, 2002	11	8	19
14	Entrepreneurship Workshop (LN)	Tougué (Sangan – Bakoum)	Feb. 5-7, 2002	22	25	47
15	Entrepreneurship Workshop (LN)	Lélouma (Kagnékandé – Linsan Saran)	Feb. 6-8, 2002	17	15	32
16	Entrepreneurship Workshop (LN)	Tougué (Lorogué – Bakoum)	Feb. 7-9, 2002	26	17	43
17	Entrepreneurship Workshop (LN)	Dabola (Boubère – Bissikrima)	Feb. 9-12, 2002	24	15	39
18	Entrepreneurship Workshop (LN)	Tougué (Horé Kollet – Bakoum)	Feb. 10-12, 2002	20	13	33
19	Entrepreneurship Workshop (LN)	Lélouma (Kolia – Linsan Saran)	Feb. 13-15, 2002	21	12	33
20	Entrepreneurship Workshop (LN)	Dabola (Loppé2 – Bissikrima)	Feb. 14-16, 2002	14	16	30
21	Entrepreneurship Workshop (LN)	Lélouma (Tambarin-Djidala – Balaya)	Feb. 16-18, 2002	6	28	34
22	Entrepreneurship Workshop (LN)	Kindia (Missidé – Kolenté)	Mar. 1-3, 2002	16	6	22
23	Entrepreneurship Workshop (LN)	Kindia (Tanéné-Saloun – Kolenté)	Mar. 4-6, 2002	16	20	36
24	Entrepreneurship Workshop (LN)	Kindia (Yaria – Kolenté)	Mar. 13-15, 2002	14	6	20
25	Entrepreneurship Workshop (LN)	Lélouma (Commune Urbaine)	Mar. 17-19, 2002	2	10	12
26	Entrepreneurship Workshop (LN)	Kindia (Kabéléya – Kolenté)	Mar. 18-20, 2002	23	11	34
Sub-total (October 1, 2001 –March 31, 2002)				430	424	854
PERCENTAGE (%)				50.4%	49.6%	100%
IV. Comparison of the first three years of the project :						
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 - March 31, 2002)				430	424	854
TOTAL NUMBER OF PARTICIPANTS				1 338	988	2 326
PERCENTAGE (%)				57.5%	42.5%	100%

LN = Local language version of the workshop

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. A total of 854 persons (including 424 women – 49.6%) were trained under the auspice of the ENRMA agricultural support Program, representing 2,614 person/days of training. These results underline the effectiveness 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 Centers (*Centre de Développement des Entreprises – CDEs*):

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: (1) Helping entrepreneurs access relevant information that would help them make better decisions about business and business expansion; (2) 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; (3) Providing a training

center for NGOs, farmers and entrepreneurs; and (4) Creating linkages among various stakeholders and fulfilling an advocacy role by bringing together and helping create associations to meet area needs.

In addition to the business development activities mentioned above, the CDEs have offered services such as Internet access, computer literacy training, photocopy and other needed services. These services have been 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. Since their creation, the CDEs⁵ have also 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 first quarter of 2002, the Management of the ENRMA Rural Enterprise Development Component (IR-3) took significant steps to *reorient* CDE activities and further strengthen their contribution to the achievement of the project's overall objectives. Significant CDE accomplishments during this reporting period included, among other things:

- **CDE participation in the Conakry Fourth Annual International Trade Fair, from January 31 to February 11, 2002.** As part of their rural enterprise development strategy to help establish market linkages for their clients' products in the potentially lucrative market of Conakry, the CDEs sponsored the participation of *Ruchers de Guinée* and *Ceramiques d'Afrique* in the Trade Fair. To prepare for the Fair, the CDE staff also helped both businesses develop brochures and business cards to promote their activities and provided them with space in the CDE stand to market and sell their products. During the Fair *Ruchers de Guinée* was able to generate 351,100 GNF in honey sales, and *Ceramiques d'Afrique* generated 199,500 GNF worth of improved wood stoves sales.
- **The recruitment of four new CDE field agents who will support the project's rural enterprise development interventions in the ENRMA intervention zones.** In conformity with the CDE reorientation strategy developed with support from Mr. Richard Slacum, a VITA enterprise development specialist, and to improve the Center's contribution to the rural enterprise development efforts in the ENRMA intervention zones, the Rural Enterprise Development Component (IR-3) recruited four new CDE field agents (Amara SOUMAH – Kindia; Mamadou Aliou BAH – Lélouma; Abdourahamane DIALLO – Tougué; and Wowo CONDE - Dabola). During the quarter, the CDE agents participated in an orientation session organized by the Center's Director and were assigned to their posts in February 2002.
- **The provision of apiculture training with the help of Mr. Ed Levi, a Farmer-to-Farmer Volunteer and Apiculture Specialist who worked with the project from February 11 to March 1, 2002.** The session was attended by ADAM-Gui⁶ technicians in Labé. Mr. Levi also worked in the field with more than a 100 local beekeepers in Tougué (Kouratongo), and Kindia (Sougueta). Mr. Levi, who stressed the need to move the beekeepers in the ENRMA target zones from their current practices of "honey hunting" and the use of traditional hives to the use of more modern equipment, specifically the Kenyan Top Bar Hives, convinced the beekeepers of the advantages of change and looking for ways of facilitating such change became the thrust of his assignment in Guinea.

⁵ 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.

⁶ ADAM-Gui is a non-profit association that was recently created by four Ministry of Agriculture civil servants as a means of institutionalizing the activities of the *Centre National d'Apiculture* (CNA). ADAM-Gui has the potential to assume a major role in the subsector by developing beekeepers, organizing collection of honey, processing of raw honey, developing markets (local, regional and export) through the use of private sector intermediaries, and the IR-3 Team decided to collaborate with this association to implement many of the interventions outlined in the project's Apiculture Concept Paper.

- **Organization of a series of technical training sessions on how to produce Kenyan Top Bar Hives for local carpenters in the ENRMA intervention zones.** As part of its apiculture support program, the CDE, in collaboration with ADAM-Gui, organized a series of technical training sessions that taught 19 local carpenters how to produce Kenyan Top Bar Hives. The carpenters, located in the three watersheds in Tougué (Diaforé), Kindia (Dissa) and Lélouma (Koundou) produced 21 Kenyan Hives during the training, selling them to beekeepers located in the project's intervention zones. Following the training session, the participants created three cooperatives (one in each of the three zones) and plan to continue to produce and sell the Kenyan Hives – especially given the high level of interest expressed by the local beekeepers in adopting the modern bee hives.
- **Creation of the *Fédération des Apiculteurs et Intervenants de la Filière Miel et Cire du Fouta Djallon (FAF-Guinée)*.** To help create linkages between the key members of the apiculture sub-sector and to represent the interests of the various enterprises and associations involved in the production and marketing of honey products in ENRMA target zones, the CDEs helped the founding members of the *Fédération des Apiculteurs et Intervenants de la Filière Miel et Cire du Fouta Djallon (FAF-Guinée)* develop the organization's Statutes and Bylaws and prepare a request to be registered as an apiculture support Federation. Membership in FAF-Guinée is open to beekeepers, the producers of apiculture inputs (beehives, smokers, protective clothing, etc.), and any other enterprise or association operating in the apiculture sub-sector.
- **The identification of environmentally friendly income-generating activities in the project's intervention zones.** Based on the feedback from heads of the other project components following the initial brainstorming session of the *Cellule de Réflexion*, the CDE field agents made a series of site visits to analyze the feasibility of the income-generating activities proposed by several groups and associations operating around the classified forests currently under co-management. These groups included among others, a wood-cutting group located in the village of Diaoubé which was created to support the activities of the Nialama Forest Management Committee, several wood-gathering groups located in villages around the Nialama forest in Lélouma, and several beekeeper cooperatives that were created in villages near the Suti-Yanfu classified forest in Kindia. The feasibility studies will help CDE staff identify profitable and "environmentally friendly" groups which will receive project support in developing simple business plans for their activities. In the event that external financing is needed to support their income-generating activities, the CDE staff will work with the ENRMA rural financial services agents to develop loan dossiers for these groups.

In order to track CDE performance, VITA had established and has been tracking the following indicators: (1) The number of CDE visitors; (2) The number of entrepreneurs who adopt new technologies as a result of the training sessions provided by the CDE; and (3) the CDE operational cost recovery ratio. As of March 31, 2002, the CDE has received an average of 286 visitors per month.

The following two tables provide detailed information on the number of entrepreneurs who have adopted new technologies as a result of the training sessions provided by the CDE.

Summary of the Technology Training Sessions Organized by the CDE as of March 31, 2002						
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 techniques	Lélouma and Labé	Ongoing	704	22	726
6	Improved wood stoves	Labé	Ongoing	1	0	1
7	Computer Literacy and Internet Training	Conakry and Labé	Ongoing	195	185	380
8	Job search techniques	Conakry	Sept. 24-29, 2001	4	8	12
TOTALS (as of September 30, 2001)				913	347	1 260
Comparison of the first three years of the project:						
Total Number of participants in Year 1 (October 1, 1999 - September 30, 2000)				11	84	95
Total Number of participants in Year 2 (October 1, 2000 - September 30, 2001)				814	210	1 024
Total Number of participants in Year 3 (October 1, 2001 - March 31, 2002)				88	53	141
TOTAL NUMBER OF PARTICIPANTS				913	347	1 260
PERCENTAGE (%)				72%	28%	100%

A Breakdown of the Enterprises which have adopted new technologies as of March 31, 2002				
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	153	0	153
Improved wood stoves	Labé	1	0	1
TOTALS		163	132	295
Comparison of the first three years of the project :				
Total Number of enterprises in Year 1 (October 1, 1999 - September 30, 2000)		5	25	30
Total Number of enterprises in Year 2 (October 1, 2000 - September 30, 2001)		137	107	244
Total Number of enterprises in Year 3 (October 1, 2001 - March 31, 2002)		21	0	21
TOTAL NUMBER OF PARTICIPANTS		163	132	295
PERCENTAGE (%)		55%	45%	100%

As suggested by the tables above, 1,260 people have participated in the technology training sessions offered by the CDE staff, 295 of which have indicated that they have adopted the new technologies to improve their enterprises as of March 31, 2002 (including 21 during the first six months of FY 2002).

Finally, the CDEs covered 17.1% of its operational costs during the first quarter of 2002, and 18.5% from January 1, 2001 to March 31, 2002. While the CDE's have only been in operation for a little over a year, progress in the area of cost-recovery has been encouraging. The CDEs offer 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 in CDE staff from the very beginning, and the IR-3 Team has recently embarked upon a strategic reorientation of the Centers aimed at improving their contribution to the overall ENRMA objectives and motivating CDE staff to continue their efforts to increase sales and control costs – two key factors that will determine the Center's financial viability.

c) The Creation of a Rural Network of *Caisses Communautaires de Croissance* – C³:

During the first quarter of 2002, the IR-3 team continued the expansion of the project's Rural Network of Savings and Loans Associations (*Le Réseau des Caisses Communautaires de Croissance* – C³). The number of C³s increased from 29 to 32, and the number of members increased from 2,960 to 3,250. The Rural Enterprise Development Component also completed the following activities in the context of the project's support to the Rural C³ Network:

- **Initial contacts were made with the local authorities concerning the registration of each C³ as a savings and loans cooperative.** The project's Rural Financial Services Director met with the *Secrétaire Général chargé des Collectivités Décentralisées* in Kindia and Lélouma concerning the registration of each C³ as local savings and loans cooperatives in each of the Préfectures targeted by ENRMA. The local authorities were receptive the idea and provided information concerning the various documents that should be submitted for each C³ as part of the registration process.
- **Received a second visit from Mr. Adama Kodio, a rural financial services specialist.** Mr. Kodjo, a rural financial services specialist, worked with IR-3 staff from January 19 to February 12, 2002. During his stay in Guinea, he helped the IR-3 Team to: (1) Identify the training needs for the ENRMA Rural Financial Services Team (the Director of Rural Financial Services, the Prefectural-level Financial Services Coordinators, and the Financial Services Agents), as well as the Cashiers, Controllers and members of the Boards of Directors of the various C³; (2) Develop a training plan and training modules for the C³ Network; and (3) Organize a series of training sessions for the Rural Financial Services Team.
- **Organized a series of C³ General Assembly meetings.** During the quarter, a series of C³ General Assembly meetings were organized in Kindia, Lélouma and Tougué. During the General Assembly meetings, the financial results of each C³ for the period from January 1 to December 31, 2001 were presented to the members, the different operational difficulties faced during the year were discussed, lessons learned were analyzed and solutions were offered to resolve any outstanding problems.

As indicated by the table below, 32 C's were operational as of March 31, 2002, and the Rural C³ Network had 3,250 members who had mobilized a total of 324,851,061 GNF of local financial resources.

Statistics of the Rural Network of <i>Caisses Communautaires de Croissance</i> - C³ as of March 31, 2002							
C ³	Number of Members				Amount of Financial Resources Mobilized (GNF)	Number of Loans Disbursed	Amount of Loans Disbursed (GNF)
	M	W	GIE or Instit.	Total			
PREFECTURE OF KINDIA:							
<i>CRD of Kolenté:</i>							
1. Kolenté-Centre	111	74	13	198	50 006 120	158	17 622 500
2. Wolia	90	70	2	162	3 207 200	85	3 275 000
3. Misside	79	32	0	111	1 946 200	41	2 650 000
4. Kabéléya	89	49	4	142	6 410 500	132	5 500 000
5. Dalonfary	70	39	2	111	4 814 500	75	4 625 000
6. Tanéné	14	7	4	25	834 000	2	110 000
<i>CRD of Sougueta:</i>							
7. Linsan-Centre	120	59	9	188	116 482 500	276	35 040 000
8. Sougueta-Centre	51	49	8	108	14 642 000	84	6 945 000
9. Tafory	66	50	15	131	5 170 100	63	3 914 000
10. Guemessoron	54	30	0	84	504 000	0	0
11. Sangoya	39	21	0	60	305 000	0	0
<i>Sub-total Kindia</i>	783	480	57	1 320	204 322 120	916	79 681 500
PREFECTURE OF LELOUMA:							
<i>CRD of Lélouma-Centre:</i>							
12. Djinkan	53	39	3	95	3 632 500	26	6 935 000
13. Djala	48	39	0	87	981 500	36	5 720 000
14. Kenery	30	36	1	67	23 739 000	0	0
15. Petel	103	31	3	137	5 617 360	82	18 038 700
<i>CRD of Balaya:</i>							
16. Balaya-Centre	26	20	9	55	21 686 430	21	4 110 000
17. Horé Djoli	50	36	0	86	958 500	19	4 470 000
<i>CRD of Linsan-Saran:</i>							
18. Linsan Saran Centre	65	44	4	113	5 077 150	55	5 360 000
19. Kagné Gandé	78	33	12	123	2 954 600	92	5 700 000
20. Kolia	74	34	5	113	1 263 000	11	1 620 000
21. Komba	38	22	4	64	2 982 000	45	3 956 000
22. Parawol	27	5	0	32	249 000	0	0
<i>Sub-total Lélouma</i>	592	339	41	972	69 141 040	387	55 909 700
PREFECTURE OF TOUGUÉ:							
<i>CRD of Tougué-Centre:</i>							
23. Sandaké	77	54	2	133	11 415 300	221	14 635 000
24. Soumpoura	85	72	0	157	3 096 000	147	10 935 000
25. Woulenko	75	59	0	134	2 576 850	55	4 000 000
26. Pandjé Fello	48	35	0	83	1 717 000	60	3 150 000
<i>CRD of Koin:</i>							
27. Kafah	68	50	14	132	18 765 300	182	8 925 000
28. Siguiria	69	41	9	119	7 517 500	134	8 935 000
29. Malipan	34	27	1	62	2 470 000	64	4 170 000
30. Solokouré	40	25	0	65	1 020 000	40	3 000 000
31. Tougué Centre	18	8	2	28	2 584 950	0	0
32. Kalanka	37	8	0	45	225 000	0	0
<i>Sub-total Tougué</i>	551	379	28	958	51 387 900	903	57 750 000
TOTALS	1 926	1 198	126	3 250	324 851 060	2 206	193 341 200
Comparison of the first three years of the project :							
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-March 31, 2002)	361	191	42	485	106 545 310	1 048	104 639 700
Total as of December 31, 2001	1 926	1 198	126	3 250	324 851 060	2 206	193 341 200
Percentage (%)	59.2%	36.8%	3.8%	100%			

Finally, during the quarter, the IR-3 Team, in collaboration with the VITA home office, developed a funding proposal for the C³ Network which was submitted to the Enterprise Development Innovation Fund (EDIF). The EDIF is an initiative of DFID (the UK Governmental Development Agency), and is managed under contract by Greater London Enterprise (GLE). The proposal requested additional funding to improve the outreach, impact and sustainability of the rural C³ Network by documenting and analyzing: (a) the methodology being used by the C's and modifications to it; (b) the services offered and the strategic behavior of the C's; (c) the technical assistance role and structure of the technical assistance umbrella organization that will be created to continue to

provide technical assistance and auditing services to the C³ Network after the project phase; (d) the impact the overall C³ system has on the communities it serves; and (e) the structure of incentives, interest and fees and how they relate to increased viability and outreach. In essence, VITA will be documenting and disseminating information on a successful microfinance innovation in rural environments that have to date been inhospitable to any kind of financial service interventions. According to the EDIF proposal review timetable, VITA should receive feedback on the proposal during April 2002.

d) The ENRMA Pilot Credit Program:

During the first quarter of 2002, the IR-3 Team intensified its Pilot ENRMA Credit Program activities targeting the Agricultural Production and Marketing Groups/Associations supported by other ENRMA partners³. As part of the project's agriculture production and marketing initiatives, the IR-2 (Increased Agriculture Productivity) field agents from Ballah-Guinée, UGVD, ADEG and agriculture marketing agents from ACA and Land O'Lakes helped identify a number of vegetable production associations, providing 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 then 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.

As indicated by the following table, as of March 31, 2001, the IR-3 Team has disbursed a total of 2,963 loans valued at 166, 371,000 GNF to 50 entrepreneurs and 2,913 members of 123 Group-based Associations (*Groupements d'Intérêt Economique - GIE*) in the ENRMA target zones under the auspices of the Pilot ENRMA Credit Program:

Statistics of the ENRMA Pilot Credit Program as of March 31, 2002							
Préfecture	Type of client		Number of clients or members benefiting from the loans			Amount of loans dispursed (GNF)	Amount of loans outstanding (GNF)
	Number of Enterprises	Number of Associations (GIEs)	Men	Women	Total		
Lélouma	35	44	276	544	820	60 022 000	19 129 700
Tougué	6	54	548	916	1464	70 587 000	35 248 055
Kindia	8	24	331	343	674	27 662 000	14 777 100
Labé	1	1	5	0	5	8 100 000	3 721 375
TOTALS	50	123	1 160	1 803	2 963	166 371 000	72 876 230
Comparison of the first three years of the project:							
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-March 31, 2002)	22	49	404	443	847	76 409 500	
Total	50	123	1 160	1 803	2 963	166 371 000	
Percentage (%)	28%	72%	39%	61%	100%		

III. PROBLEMS ENCOUNTERED, SOLUTIONS PROPOSED AND PROSPECTS FOR ACHIEVEMENT OF TARGETED OBJECTIVES FOR FISCAL YEAR 2002

The following section presents a summary of the different problems faced by the ENRMA Rural Enterprise Development Component (IR-3) during the first quarter of 2002, and discusses the prospects for achievement of targeted objectives for fiscal year 2002. Although some issues are still unresolved, some recommendations are made in an effort to identify the ways to solve them.

Slowdown in project activities due the fuel crisis in Guinea. As a result of the fuel crisis that struck Guinea during the month of February, the project's activities basically came to a halt for several weeks. Both diesel fuel and gas needed to run the project's vehicles and motorcycles were not available on the market throughout the country during this period. This incident has led Winrock International and VITA to a decision to increase their diesel fuel reserves in the case such a situation presents itself again in the future. Because of the risks associated with the storage of gasoline, the project has yet to develop a strategy for safely maintaining the limited reserve of gasoline needed to operate its motorcycles in case of another fuel crisis.

Limited options for the expansion of the C³ Network in the *Communautés Rurales de Développements* – CRDs currently targeted by the project. The rural enterprise development component (IR-3) has practically exhausted the number of potential sites for the expansion of the C³ Network in CRDs currently targeted by the project in Kindia, Lélouma and Tougué. While the original intent of the project was to limit its target zones to 2-3 CRDs in each of these three *Préfectures* during the first two years of the project, the IR-3 Team recommends that the project identify one or two additional CRDs in Kindia, Lélouma and Tougué which can be targeted for future expansion of the C³ Network as well as the other project activities. In the meantime, the IR-3 Team proposes to invest some effort on opening several new C³s in Tougué and Dabola in order to try and meet its targets concerning the number of C³s created in the project's intervention zones.

Shortage of additional loan funds for the expansion of credit activities under the auspices of the C³ Network and the ENRMA Pilot Credit Program. Given the results of the first three years of the C³ and the ENRMA Pilot Credit Program (PPC), and given the level of demand for credit in the ENRMA target zones, the Rural Enterprise Development Component recommends adding some funds to the loan fund line item to support the continued expansion of these two activities. The availability of additional loan funds will also facilitate the financing of the business friendly enterprise activities that are being identified by the new CDE agents in the field through both the C³ network and the PPC.

Repayment difficulties continue for a few village based agriculture associations financed by 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 of the village-based agriculture production associations supported by the project. Project agents continue to put pressure on the leaders of these organizations to repay the funding received. For its part, IR-3 management has stepped up its efforts to encourage prudence on the part of its agents in the analysis and disbursement of loans. IR-3 management believes that Winrock International can also play a role in ensuring repayment by making sure that the project partners responsible for managing the agriculture marketing activities play a more active role in assisting the village-based agriculture production associations in marketing their produce.

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 higher than the number of enterprises in expansion. That is, experience in the field over the past two and a half years has indicated that not all the enterprises which decide to adopt the new management techniques acquired during the business development training sessions offered by the IR-3 Team will necessarily expand their businesses as a result of this training. However, the strategic performance indicator framework for IR-3, as it stands, projects the number of businesses which will expand their operations to be higher than the number of enterprises that adopt the new management techniques. This anomaly was discussed with USAID's SO-1 Team during the Natural Resource Management Strategic Objective Performance Improvement Workshop organized in Labé from January 22-24, 2002; however, the Rural Enterprise Development Component (IR-3) recommends that indicators 15 and 16 be eventually revised to take this problem into account.

In conformity with the implementation of the IR-3 Action Plan for fiscal year 2002, during the second quarter of 2002, VITA and PRIDE/Guinée/Formation intend to:

- Intensify IR-3 enterprise development training and support activities at the District level in each of the ENRMA intervention zones.
- Work with Richard Slacum, a VITA enterprise development specialist, to further improve CDE field operations.
- Increase CDE efforts to support the apiculture and the shea products sub-sectors in the ENRMA target zones.
- Identify new offices for the CDEs in Labé and in Conakry.
- Install new C³s in Lélouma, Tougué and Dabola.
- Organize a series of General assemblies to present and to adopt the model of statutes for the C³s.

- Organize a series of *Inter-Préfectoral* exchange visits for members of the C³ Boards of Directors and the rural financial services field agents as part of the *Caravane de la Contresaison* to be organized in collaboration with the Natural Resource Management Component of the project.
- Continue institutional capacity-building training targeting the cashiers and the members of the Boards of Directors of the C³s.
- Continue contacts with the local governmental authorities to successfully register the C³s as local saving and loans cooperatives.
- Complete feasibility studies for the installation of the C³s 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.

E. Intermediate Result 4:

Favorable policy environment established

ENABLING POLICY ENVIRONMENT COMPONENT

Introduction

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

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

The principal objectives of the Enabling Policy Environment Component of the Expanded Natural Resources Management Activity (ENRMA) are 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 as well as to ensure that feedback about the policies returns to national-level decision makers. Our second objective is to advance concrete *participatory*

approaches to natural resource management that actively involve and improve the well being of the rural inhabitants as well as improve the natural resource base.

During the quarter many of the activities initiated earlier were pursued and further advanced. In addition one important activity was completed – the National Workshop on Rural Land Tenure Issues, which took place 19-21 February 2002. We have been working on the conceptualization and development of several new information sharing and training modules. We have been working on several of the socio-organizational aspects of the co-management activity in preparation for activities to begin in the Dabola area.

Progress achieved to 31 March 2002

The Enabling Policy Environment Component of the ENRMA is responsible for intermediate result 4 of USAID strategic objective 1: Favorable policy environment established. The following table presents the performance indicators adopted to measure progress toward achievement of these results. The table also presents objectives (based on each performance indicator) and progress achieved by 31 March 2002.

Enabling Policy Environment Component
Progress Achieved by 31 March 2002

INDICATORS	FY 2002 Targets	Progress Achieved by 31 March 2002	To be completed 1 April – 30 September 2002
26: The number of forests co-managed by the communities and other institutional partners	2	0	2
27: The number of community forests managed by cooperatives which are formally recognized	3	0	6
28: The number of land use agreements established between landowners and land users	41	41	15
29: The number of dissemination activities conducted related to the laws, texts and decrees regulating the management of natural resources	26	15	12

Three of the four indicators related to IR-4 were achieved at or above projected levels for the quarter, as is made clear in the table above. The first two indicators will not be show results until the end of the fiscal year but activities are well under way to achieve the expected results. Thirty-two land use agreements established between landowners and land users (Indicator 28) were negotiated and signed during the second quarter, putting us well ahead of the twenty (20) targeted for the period. In addition, other contracts are currently under negotiation, which will give us higher than projected results for the year. Indicator # 29 had a target of 12 activities for the quarter, whereby nine (9) were achieved. The “shortage” for this indicator, however, is accounted for by the over-achievement of results for this indicator during the first quarter (2 targeted, 6 achieved). Looking at the results within the context of

the two quarters together, we exceeded our target of 14 activities. In addition, a great many activities are programmed for the third quarter.

We are maintaining our targets 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, NGO contract negotiations and renewals and other restructuring activities at the project-level that have slightly affected field activities. 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. Now that the national workshop on rural land tenure issues has taken place, this activity has been rescheduled for the third and fourth quarters of FY2002.

Activities completed or ongoing during the second quarter of FY 2002

In order to achieve the results identified in the preceding section the Enabling Policy Environment Component has developed a detailed action plan for fiscal year 2002. 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.

Following is a list of Enabling Policy Environment component activities completed or ongoing during the second quarter of fiscal year 2002. The activities listed below are designed to support the core activities and the achievement of results as presented above.

- **Collaborative management of classified forests**
 - ✓ *Nialama Classified Forest (NCF)*
 - 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.
 - Elhadj Ousmane Tounkara, WI chimpanzee monitor, traveled to the Gambia to spend several days working with Ms. Janis Carter regarding data collection and analysis for our critical habitat work.
 - Elhadj Ousmane Tounkara attended a regional training activity on biodiversity research, organized by Conservation International, during the month of March 2002.
 - The EPFE agent worked with the Comité Forêt members to improve their bookkeeping, report writing and general administrative aspects of their organization. Accounting and financial management continues to be a challenge for the committee and we are seeking new approaches for improving their capacity in this domain.

- Eight out of nine “Groupements d’Intérêt Economique” have completed their statutes and by-laws. All nine of the GIEs are based on the exploitation of natural resources available in the Nialama Classified Forest.
- Results of the socio-organizational study, conducted in a number of villages involved in the co-management activity, were presented to the *Comité Forêt* on 26 March 2002. Results indicate that greater efforts must be made to implicate villagers in co-management activities. We did not advocate or propose any particular solutions at this point but rather requested the *Comité* to consider various options to improve wider participation and “ownership” of forest co-management by the general population. Although the *Comité* was not very enthusiastic about structural changes at this time, they did promise to look into, and propose some possible solutions to the current issues they face vis-à-vis the population.
- At the very end of the quarter we began work on two (2) wells and one (1) improved natural water source in an effort to resolve the water conflict between humans and chimps (see shadow box below.)

Chimpanzees and Humans Compete for Water

One of the most pressing questions we are addressing in Nialama is the water conflict between chimpanzees and human beings during the dry season. The people most affected by the competition for water during the dry season are the women and children whose task it is to collect water to meet the daily needs of the family. The only solution villagers have found for this problem is to go to the water sources in the late evening, after night has fallen, when the chimpanzees are nestled sleeping in their nests. This is hardly an ideal solution for the affected villagers.

The villages confronted with this problem are: **Doghol Ganin, Doghol Gnankou, Ley Fello and Teli Boofi**. The two sources where this conflict exists are *Bhoundou Demounanye* and *Ka Pouthouthondjé*.

In an attempt to find a feasible and cost effective solution to this problem we are investigating several different alternatives. Both of the possible alternatives consist of distancing people from water sources in question, leaving them for the chimpanzees. Distancing people from the perennial water sources requires providing them with an alternative water source that will serve their needs *through the dry season*.

As of March 2002 we have found a financing mechanism to fund the digging of two improved wells and the improvement of one natural water source. Work was started after villagers, the *Comité Forêt* of Nialama and the DNEF wrote letters stating their interest in ceding the natural water sources to the chimpanzees and protecting this zone as an important chimpanzee habitat. In return, villagers will be drinking cool water situated close to their villages.

✓ *Suti Yanfu Classified Forest (SYCF)*

- 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.

- 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.
 - The lack of an agent in the field for the majority of this quarter has severely limited the tasks we were able to complete in the forest this quarter. It is our hope that the new NGO partner for the prefecture (CENEFOD) and new field agents working with villagers on the co-management activity will improve greatly the situation. Two field agents will be assigned to the co-management program for the Suti Yanfu Classified Forest.
- ✓ ***Bakun Classified Forest (BCF)***
- 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.
 - 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.
 - 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.
- **Creation of community forests.**
 - ✓ Land rights issues were resolved for all of the community forests being established this fiscal year.
 - ✓ The preliminary diagnostic exercise was completed for the Kolima community forest (Tougué).
 - ✓ Initial community forest boundary delimitation and cartographic work was completed.
 - ✓ A participatory inventory of the Diala community forest was completed (Lélouma).
 - ✓ Initial activities were planned and programmed for the two community forests in Kandéya and Maléah (Kinda).
 - **Implementation of an Information, Education and Communication (IEC) program related to the forest and land tenure codes and policies.**
 - ✓ A national workshop "Applying Solutions to Rural Land Tenure Issues in Guinea" was held 19-21 February 2002. The workshop was an important step in trying to pass field-tested solutions up to the national-level for recognition and legitimization.
 - ✓ A report related to the national seminar on rural land tenure was broadcasted on national television.
 - ✓ A regional program related to the national seminar on rural land tenure was broadcasted on *Radio Rurale* of Labé.
 - ✓ A CRD-level workshop on the land contract mechanism was held in Linsan Saran (Jan 2002).
 - ✓ An information sharing campaign on environmental protection was conducted in Kolenté and Sougueta.
 - ✓ The Susu version of the comic book on the land contract mechanism was received and distributed in the field.
 - ✓ A new comic book in the series "Tout A Savoir Sur..." was developed concerning community forests. During this quarter the comic book was tested and corrected and returned to the artist for final printing and distribution.

- ✓ One radio play about community forests was developed, recorded and broadcasted.
 - ✓ A general module on conflict resolution and a more specific document addressing herder-cultivator conflicts were developed and distributed to the senior ENRMA technical staff.
- **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. A total of 32 contracts were developed, signed and registered.
 - ✓ We have begun to identify individuals either at the CRD-level or the district-level who will be trained to assume ever-greater responsibility of the land contract initiative in his/her zone. In this way we hope to move from information-sharing to capacity-transfer, equipping the intervention zone with the capacity to carry on this activity after the end of the project.

Problems encountered, solutions proposed and prospects for achievement of targeted objectives for fiscal year 2002

The 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 relate to the restructuring and expansion of activities occurring within ENRMA. A number of agents for the component will be replaced and additional positions have been created. Such changes are bound to create certain difficulties and cause increase demands, especially in terms of training. We are trying to adopt strategies that will facilitate the upcoming transitions and attempt to continue activities as programmed.

Throughout the first two quarters of the fiscal year our program suffered from the lack of agents in the field due to various mishaps and illnesses experienced by the agents. Two of the seven agents working directly with the component were absent from the field for one or more months during the second 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. Under the restructuring we will have more agents in each zone; our hope is that this measure will help us if/when agents fall ill or are otherwise unable to pursue their field activities.

Achieving the targeted objectives for fiscal year 2002 will be a challenge but we believe an attainable challenge. We will concentrate activities in two realms for the remaining of the fiscal year. First, we will closely follow and assist the creation of the community forests in each of the prefectures. This work is well underway but changes in field agents will slow down some of the work, especially in the Kindia prefecture where the *chefs cantonnement* have been absent for lengthy periods of time due to the inventory exercises in the various classified forests with which ENRMA is working. As a solution to this personnel shortage I have recommended to Mr. Mario Gauthier that one *chef cantonnement* remain in the zone or that the two *cantonnement* alternate activities allowing at least one person to remain present

in the Sougueta/Kolenté zone throughout the coming months. Another difficulty encountered within the community forest activity was the lack of technical expertise in participatory forest inventory techniques. A very positive solution was applied to this predicament, that of employing two village resource people who have had long-term hands-on experience with community forestry under the old Haute Gambie project and today with the AGIR program. The two men are technically capable and highly motivated. The response from villagers to these two resource people has been very positive.

Co-management activities are beginning in Dabola during the third quarter and we are working with the co-management technical component to design and coordinate activities. We will begin socio-organizational work by 15 April 2002 in the villages surrounding the Balayan Classified Forest, with two two-person teams working simultaneously. After completing the work for Balayan the two teams will proceed to complete the same work in the villages surrounding the Sincery Classified Forest. Although work will be very intense over the coming months, we remain positive in our outlook and confident that the expected results will be achieved.

TABLEAU SYNOPTIQUE DES ENTENTES FONCIÈRES

Préfecture de Lélouma, CU-Lélouma

No	PROPRIÉTAIRES	BÉNÉFICIAIRE	SEXE	DATE DE SIGNATURE	DURÉE	OBJECTIF	CRD	DISTRICT	SECTEUR	VILLAGE	COORDONNÉES GPS	
											N	W
1	Mody Aliou Kowly Diallo	Groupement maraîcher HAFIA	M/F	04 Janvier 2002	5 ans	maraîchage	CU Lélouma	Diala I	Diala Missidé	Zone Dhadhiwel	N 011 40695	W 012 66964
2	Mody Mamadou Dian Diallo	Groupement à Diala Kayhé	M	05 Janvier 2002	10 ans	maraîchage	CU Lélouma	Diâla I	Damboudhé	Zone Gadha Tyewlé		
3	Mody Souleymane Bindé-Pellun Diallo	Mody Alpha Oumar Ley-Ndanya Diallo	M	12 février 2002	VENTE	---	CU Lélouma	Djinkan	Djinkan-Centre	Djinkan-Centre	N 011 47671	W 012 68813

TABLEAU SYNOPTIQUE DES ENTENTES FONCIÈRES

Préfecture de Lélouma, CRD-BALAYA

No	PROPRIÉTAIRES	BÉNÉFICIAIRE	SEXE	DATE DE SIGNATURE	DURÉE	OBJECTIF	CRD	DISTRICT	SECTEUR	VILLAGE	COORDONNÉES GPS	
											N	W
1	Souleymane Diallo	Fatoumata Binta Baldé	F	25 Mars 2002	3 ans	Maraîchage	Balaya	Balaya Centre	Balaya Centre	Balaya Centre	N 011. 41360	W 012. 73842
2	Souleymane Diallo	Mariama Baldé	F	25 Mars 2002	3 ans	Maraîchage	Balaya	Balaya Centre	Balaya Centre	Balaya Centre	N 011. 41351	W 012. 73792
3	Souleymane Diallo	Fatoumata Benté Diallo	F	25 Mars 2002	3 ans	Maraîchage	Balaya	Balaya Centre	Balaya Centre	Balaya Centre	N 011. 41399	W 012. 73880

TABLEAU SYNOPTIQUE DES ENTENTES FONCIÈRES

Préfecture de Kindia, CRD-Kolenté

No	PROPRIÉTAIRES	BÉNÉFICIAIRE	SEXE	DATE DE SIGNATURE	DURÉE	OBJECTIF	CRD	DISTRICT	SECTEUR	VILLAGE	COORDONNÉES GPS	
1	Karamoko Simba Sylla	Thierno Amadou Barry	M	17 janvier 2002	40 ans	Production agricole	Kolenté	Kolenté Centre	Maninkala	Lambéya Sosso	010. 14852	012. 64705
2	Karamoko Simba Sylla	Tidiane Traoré	M	17 janvier 2002	40 ans	Production agricole	Kolenté	Kolenté Centre	Maninkala	Lambéya Sosso	010. 14026	012. 62778
3	Karamoko Simba Sylla	Abdoulaye Sow	M	17 janvier 2002	40 ans	Production agricole	Kolenté	Kolenté Centre	Maninkala	Lambéya Sosso	010. 14846	012. 62194
4	Karamoko Simba Sylla	Thierno Amadou Barry	M	17 janvier 2002	Don	Habitation	Kolenté	Kolenté Centre	Maninkala	Lambéya Sosso	010. 14763	012. 62951
5	Karamoko Simba Sylla	Tidiane Traoré	M	17 janvier 2002	Don	Habitation	Kolenté	Kolenté Centre	Maninkala	Lambéya Sosso	010. 14374	012. 62727
6	Karamoko Simba Sylla	Abdoulaye Sow	M	17 janvier 2002	Don	Habitation	Kolenté	Kolenté Centre	Maninkala	Lambéya Sosso	010. 14732	012. 62307
7	Almamy Sylla	Groupement Yaguiba	M	17 janvier 2002	4 ans	Production maraîchage	Kolenté	Kolenté Centre	Maninkala	Lambéya Sosso	010. 14352	012. 62206
8	Facinet Soumah	Groupement Munafangi	M	17 janvier 2002	5 ans	Production maraîchage	Kolenté	Gawa	Tanéne Saloun	Yalaya	010. 00397	012. 61328
9	Fodé Mamadou Sylla	Oumar Camara	M	17 janvier 2002	Don	Habitation	Kolenté	Wolea	Centre	Wolia	010. 28908	012. 47347
10	Mamadouba Bangoura	Groupement Limaniya	M	01 février 2002	5 ans	Maraîchage	Kolenté	Kolenté Centre	Baguiya	Baguiya	010. 05279	012. 37667

Préfecture de Kindia, CRD-Kolenté (con't)

No	PROPRIÉTAIRES	BÉNÉFICIAIRE	SEXE	DATE DE SIGNATURE	DURÉE	OBJECTIF	CRD	DISTRICT	SECTEUR	VILLAGE	COORDONNÉES GPS	
11	Boukhari Camara	Groupe Alla Nana	M	01 février 2002	4 ans	Maraîchage	Kolenté	Siguiton	Centre	Centre	010. 04253	012. 39550
12	Mamadou Aliou Touré	Groupe Pothal Fenyibhé	M	21 février 2002	6 ans	Maraîchage	Kolenté	Dalonfay	Dalonfay Centre	Dalonfay Centre	010. 19298	012. 48223
13	Seydouba Camara	Groupe Wakili	M	21 février 2002	5 ans	Maraîchage	Kolenté	Kabéléya	Saïdouya	Saïdouya	010. 12976	012. 39066
14	Ousmane Camra et Abdoulaye Camara	Groupe Bandaya	M	11 mars 2002	3 ans	Maraîchage	Kolenté	Wolea	Khambia	Khambia	010. 12796	012. 39066

TABLEAU SYNOPTIQUE DES ENTENTES FONCIÈRES

Préfecture de Kindia, CRD-Souguéta

No	PROPRIÉTAIRES	BÉNÉFICIAIRE	SEXE	DATE DE SIGNATURE	DUREE	OBJECTIF	CRD	DISTRICT	SECTEUR	VILLAGE	COORDONNEES GPS	
1	Fodé Habib Sylla	Groupement Mélikhouré	M	04 février 2002	Prêt de 4 ans	Maraîchage	Souguéta	Souguéta Centre	Mélikhouré	Mélikhouré	010. 14496	012. 52721
2	Abou Sylla	Morlaye Sylla	M	06 février 2002	Don	Plantation	Souguéta	Tafory	Beminaya	Beminaya	010. 20300	012. 46292
3	Fodé Moussa Mangata Camara; Aboubacar Camara; Mamadouba Camara	Groupement Lanféma	M	12 mars 2002	6 ans	Maraîchage	Souguéta	Yalaya	Yalaya Centre	Yalaya Centre	010. 12122	012. 30448
4	Fodé Moussa Mangata Camara; Aboubacar Camara; Mamadouba Camara	Groupement Saboufanyi	M	12 mars 2002	6 ans	Maraîchage	Souguéta	Yalaya	Yalaya Centre	Yalaya Centre	010. 12122	012. 30488
5	Fodé Moussa Mangata Camara; Aboubacar Camara; Mamadouba Camara	Groupement Alla Kha Won Mali	M	12 mars 2002	6 ans	Maraîchage	Souguéta	Yalaya	Yalaya Centre	Yalaya Centre	010. 12122	012. 30488
6	Fodé Moussa Mangata Camara; Aboubacar Camara; Mamadouba Camara	Groupement Lanyifan	M	12 mars 2002	6 ans	Maraîchage	Souguéta	Yalaya	Yalaya Centre	Yalaya Centre	010. 12122	012. 30488

TABLEAU SYNOPTIQUE DES ENTENTES FONCIÈRES

Préfecture de Tougué, CRD-Koïn

No	PROPRIÉTAIRES	BÉNÉFICIAIRE	SEXE	DATE DE SIGNATURE	DURÉE	OBJECTIF	CRD	DISTRICT	SECTEUR	VILLAGE	COORDONNÉES GPS	
1	Fode Baldé	Groupe ment maraîcher	M	17 janvier 2002	5 ans	Maraîchage	Koin	Siguira	Thiankoye	Thiankoye	011. 26539	011. 72677
2	Mamoudou Barry	Groupe ment maraîcher	M	05 février 2002	5 ans	Maraîchage	Koin	Solokouré	Solokouré	Solokouré II	011. 15338	011. 49261

TABLEAU SYNOPTIQUE DES ENTENTES FONCIÈRES

Préfecture de Tougué, CU-Tougué

No	PROPRIÉTAIRES	BÉNÉFICIAIRE	SEXE	DATE DE SIGNATURE	DURÉE	OBJECTIF	CRD/CU	DISTRICT	SECTEUR	VILLAGE	COORDONNÉES GPS	
1	Elhadj Boubacar Diallo	Mamadou Mouctar Baldé	M	21 janvier 2002	10 ans	Maraîchage/ culture saison	Tougué	Kalanka	Kaloun	Guemma	011. 50740	011. 70740
2	Elhadj Boubacar Diallo	Mamadou Salou Sow	M	21 janvier 2002	10 ans	Maraîchage/ culture saison	Tougué	Kalanka	Kaloun	Guemma	011. 49662	011. 70580
3	Elhadj Boubacar Diallo	Boubacar Sow	M	21 janvier 2002	10 ans	Maraîchage/ culture saison	Tougué	Kalanka	Kaloun	Guemma	011. 49780	011. 70469
4	Elhadj Boubacar Diallo	Mamadou Adama Sow	M	21 janvier 2002	10 ans	Maraîchage/ culture saison	Tougué	Kalanka	Kaloun	Guemma	011. 49647	011. 70470

E. Intermediate Result 4:

Favorable Policy Environment Established

NATURAL FOREST CO-MANAGEMENT COMPONENT (Technical Aspects)

Introduction

The primary objective of the natural forest co-management component is to train and prepare the forest agents of the DNEF to perform the various tasks necessary for development and implementation of a participatory, community-centered natural forest management plans. This objective is accomplished in the course of plan development and implementation conducted in the intervention zones of the ENRMA.

Specific objectives for the current fiscal year include correction and improvement of forest management plans completed in 2000 (for the forests of Souti Yanfou and Bakoun) according to the recommendations included in the Programmatic Environmental Assessment (PEA) of Guinean classified forests of April 2001. Major tasks include :

- Correction of the existing management plans for Souti Yanfou and Bakoun according to PEA recommendations ;
- Establishment on the ground of boundary markers of the five classified forests in which the ENRMA is active : Nialama, Souti Yanfou, Bakoun, Sinséri Oursa et Balayan Souroumba ;
- Development of management plans for the classified forests of Sinséri Oursa and Balayan Souroumba (préfecture de Dabola) ;
- Implementation of the management plans of the classified forests of Nialama, Souti Yanfou et Bakoun.

A detailed program and activity lists related to these major tasks are included in the action plan developed by the component for the current fiscal year.

Progress achieved to March 31, 2002

Performance Indicator #1 of the ENRMA targets natural forest management plan development and implementation in the project zone. The indicator is evaluated on the basis of the number of hectares of forests under sustainable management according to a plan. Since 2000 and through the reporting period (to March 31, 2002) the ENRMA has intervened in three classified forests totaling 49,000 hectares (Nialama, 10,000 ha; Bakoun, 28,000 ha; and Souti Yanfou, 11,000 ha). Also during fiscal year 2002 management plans are being prepared for two classified forests in Dabola prefecture (Balayan Souroumba, 25,000 ha and Sincéri Oursa, 14,000).

In the forests in which the ENRMA already intervenes (49,000 ha), objectives have been identified for FY 2002 and an active program continues. The management plans of Souti Yanfou and Bakoun are being corrected. Forest inventories of Bakoun and Nialama have been conducted and problems identified in the forest maps have been addressed.

The human resources of the DNEF (the national forest service), the BCTT (the mapping unit of the DNEF) and village communities located in the buffer zones of classified forests require training in order to participate in development and implementation of management plans. Thus, the most significant activity of the forest co-management component has been training of DNEF agents and forest management committee members in accomplishing forest inventories. A number of forest inventories have been completed or are ongoing, including inventories of 'prior to clearing' agroforestry parcels. The inventories of Nialama and Bakoun have been completed while that of Balayan Souroumba is ongoing. Training in forest inventorying, including sampling techniques and information processing, continues and targets DNEF agents at various levels including field agents and a number of village-based forest management committee members.

Training in forest inventorying and related activities are serving to build local mapping, computer and remote detection skills. Exercises have been conducted or are planned to work with a variety of computer and mapping tools in a variety of settings and circumstances. The result is that maps, aerial and satellite photos, stereoscope and GPS units are becoming familiar and useful tools to participants.

Activities completed or ongoing during the second quarter of FY 2002

For purposes of this quarter report activities are presented under categories identified in the component's action plan for FY 2002: *photo interpretation and mapping; forest inventory; management plan development; and management plan implementation*. During the reporting period activities included within a number of these major headings were implemented in the context of ongoing forest inventories.

All activities included in the action plan for the quarter, whether completed or postponed, are presented as follows.

A. Photo Interpretation and Mapping

Mapping is an indispensable element of planning, monitoring and guiding natural resource management. Following a general introduction, activities related to mapping are presented below by classified forest.

Mapping-related activities in general:

- Baseline information such as that included in the aerial photos of Balayan, Sincéri, Souti Yanfou et Bakoun, topographic maps and legal documents related to establishment and definition of classified forests was provided to the co-management

technical team by the BCTT and the AGIR project (the latter provided aerial photos of the Bakoun Forest).

- The quarter witnessed improvements to available cartographic equipment. Computer memory was added to the cartographer's computer and the cartographer was introduced to tools employed for forest inventories.
- Databases such as the Russian topographic maps (scale = 1 :200,000) were obtained from USAID and subsequently scanned to produce electronic databases.
- Corrections were made to geographical references integrated into ENRMA produced maps. This was accomplished through triangulation of several sources for the forest of Souti Yanfou, and on the basis of SPOT images for the forest of Nialama.
- Map legends were standardized and made to include information from the recently completed forest inventories.

Classified Forest of Nialama (10,000 hectares)

- The planned activity of delimitation of agroforestry zones was not possible during the quarter.
- Photo interpretation of SPOT images. Computerized versions of the images were used to rapidly locate ground sites that facilitated the use of GPS units during inventory exercises. Photo interpretation was especially easy when using the set of aerial photos produced in 1989. It is now possible to produce maps showing detailed land use patterns. Work remains in calculating surface areas using the maps.
- An aerial photo from the north section of the forest was scanned and geographically referenced so that it could be manipulated using MapInfo and surface areas could be estimated regarding various land use and ecological categories (infertile lands, waterways, forested areas etc.).

Classified forests of Souti Yanfou (14,000 ha) and Bakoun (28,000 ha)

- Work accomplished with regard to these two forests consisted of photo interpretation of SPOT images and estimations of surface areas regarding land use. Aerial photos dating from 1996 were scanned and geographically referenced based on SPOT images in order to facilitate manipulation through MapInfo and determine surface areas of various ecological categories.

Classified forests of Dabola Prefecture

- Cartographic delimitation of classified forest boundaries : The boundaries of Balayan classified forest of Dabola prefecture (as described in the classification

decree) were integrated into electronic versions of topographic maps (the maps are of Russian and French origins). Geographical coordinates for the boundaries were noted and are to be verified through field exercises conducted with GPS units.

- Computerized cartographic databases : for the two classified forests of Dabola these databases will be produced by USAID/Conakry.
- Photo interpretation and determination of land use surface areas : Aerial photos of the forest of Balayan from 1987 have been scanned and geographically referenced based on SPOT images in order to be finalized into a MapInfo cartographic database. This will allow calculations of surface areas regarding various land uses and environmental categories.

B. Forest Inventories

Natural forest inventories compile statistical information that represents the state and quantities of vegetation, soil, water and wildlife resources. Statistical categories include surface areas, species names and numbers, dimensions, etc. Inventories should be completed both prior to and following interventions such as projects that modify patterns of wood exploitation or field clearing for agroforestry purposes.

- Training in forest inventories targeting forest committee members for *Nialama*, *Souti Yanfou* and *Bakoun* : Two members of each forest committee received training as did DNEF field agents and other DNEF personnel. Emphasis was placed on establishment of sampling plans and methodologies and collection and analysis of field data. In the process a zone of approximately 2,000 hectares was inventoried in the Nialama classified forest. Requested equipment was supplied by Winrock international. The inventory team attempted but failed to obtain DNEF regulations and classification standards regarding stump trunk sizes, but concluded that perhaps such standards do not exist.
- The scheduled activity to complete information collection exercises regarding estimation of surface areas of agroforestry activities in Nialama was postponed, as were exercises to collect additional surface area information regarding various land uses.
- A forest inventory was completed for the forest of Bakoun and the collected information will be processed during the next quarter.
- No inventory was planned for the forest of Souti Yanfou given that forest exploitation is inappropriate in throughout the forest and that the exploitation of Teck has become a moot debate for the moment.
- Terms of reference including a methodologie were prepared for flora and fauna inventory exercises planned for the next quarter in the forests of Dabola. The

inventories will be conducted by DNEF agents supported by select members of forest management committees.

C. Forest Management Plan Development

A management plan that conforms to recognized international standards set by the professional forestry sector is a document that justifies and presents activities compatible with protection and sustainable exploitation within a defined forested zone. The plan describes the legal context relative to tenure rights and management issues. It presents and describes ecological conditions prevalent within the zone. It also describes the local and regional socio-economic and environmental contexts and the institutional structures responsible for forest resource management, protection and exploitation.

- Collection of baseline information : consultations with the technical assistant responsible for IR 4 resulted in a proposal for the management plan table of contents which meets the standards and sustainability indicators as proposed by the Forest Stewardship Council. This organization was established in 1992 and is responsible for standardization of norms, criteria and indicators regarding forest management at a global level. The standards established by the FSC are supported by the WWF, UICN, OIBT, OIB, etc.
- Biodiversity : The forest inventory to be completed in the forests of Balayan and Sincéri will take account non-woody species such as vines, straw and various other types of flora, and will include observations regarding non-woody resources
- Social organization: the technical assistant responsible for IR 4 has been informed regarding the standards and norms of the FSC related to social structures and organization charged with protection and sustainable exploitation of a defined forest. Such information will be included in the program established for field agents who will work in the buffer zone of the forests as well as within the forests themselves in order to collect information on social organization and forest resource exploitation practices.
- Financial and economic analyses : A questionnaire is being developed to collect information related to the wood markets in general, with particular emphasis on the market for "Bani" which is processed and made into furniture in Labé, and on the market for bamboo. The questionnaire will be adapted for use in market studies in Dabola.

D. Forest Management Plan Implementation

The forest management plan for the classified forest of Nialama was approved in 1997 and is being progressively implemented. The management plans for the forests of Bakoun and Souti Yanfou have yet to be approved by the DNEF and USAID,

however, local populations continue to exploit the resources of these forests. For example, agriculture is practiced at certain localities within the forest of Souti Yanfou, and associated practices involve total clearing of vegetation on a large scale (up to 20 hectares). Activities are therefore designed to increase awareness and respect of management plans and uphold principles of resource protection through sustainable use.

- Wood exploitation in Nialama : The inventory of 2,000 hectares of the Nialama Forest have allowed identification of the zones that have mature stands of trees that are most appropriate for exploitation. Nevertheless, exploitation of the trees is stalled for the moment as a result of a recent government decree that disallows tree cutting throughout the country of Guinea.
- Agroforestry in Nialama and Souti Yanfou : DNEF field agents participated in forest clearing inventory training that was held in Souti Yanfou in January.

Problems encountered, solutions proposed and current prospects for achieving targeted objectives for FY 2002

- DNEF field agents have been experiencing problems in obtaining adequate amounts of motorcycle fuel to implement their programs. The problem was not urgent for much of the quarter since the agents were frequently occupied in the forest inventory exercises rather than in their own program implementation, and because there are no activities involving agroforestry and wood exploitation in the Nialama and Bakoun Forests. However, the problem will be particularly acute during the coming quarter regarding field agent programs planned for Souti Yanfou.
- Because field agents have been fully occupied with the forest inventories, there has been little time left over to complete collection of georeferencing information regarding agroforestry parcels in Nialama and Souti Yanfou cleared in 2001, and forest boundary information. We propose that the field agents of Bakoun and Dabola join those of Nialama and Souti Yanfou in order to reinforce the human resources available to complete the georeferencing tasks in the forests of Nialama and Souti Yanfou during the coming quarter.
- The forest inventory of Nialama did not cover all the zones that were planned due to a shortage of time. Nevertheless, the inventory included a substantial sample compiled with the aid of aerial photos. This methodology facilitates inventory analysis through extrapolations based on information collected in spite of the reduced size of the sample. The zone that was inventoried in 2000 remains the target for activities, and inventories will need to be completed in other zones of the forest prior to planning and implementation of activities at these sites.

- The computerized mapping unit of the DNEF/ENRMA office in Labé remains less than fully functional as a result of insufficient equipment and human resources. Discussions have been initiated with mapping expert at USAID/Conakry in search of a solution, and a Winrock expert in mapping and electronic database management will perform a consultancy for the project early in the coming quarter to evaluate problems and propose solutions. One notes that although the memory of the cartographer's computer has been increased, it remains insufficient. It is recommended that a new and more powerful computer be obtained. The technical assistant responsible for the co-management program (technical aspects) has installed mapping software on his laptop computer and is taking a lead in resolving cartographic constraints through greater involvement in mapping management and tasks, and by providing technical support to the BCTT-assigned cartographer.

F. Program to increase HIV/AIDS awareness

In response to the mission-wide mandate on HIV/AIDS and subsequent to the USAID SO1 sponsored workshop in January 2002, the ENRMA has taken a number of steps to incorporate an HIV/AIDS component into our activities. Dr. Julie E. Fischer is responsible for coordinating activities and seeking ways in which to integrate HIV/AIDS messages and activities into the broader ENRMA program. Mr. Mohamed Diallo, Pride Guinea/Formation is our main resource person for the HIV/AIDS component.

As a first effort we are attempting to gather information and documentation related to HIV/AIDS and rural environmental development issues. In the coming months we will examine what type of information and the best approaches for us to take. We envision beginning with something quite small, such as a series of radio message tying HIV/AIDS to environmental and rural development issues.

We have also requested that the person responsible for HIV/AIDS awareness at USAID help us to acquire a small packet of materials that are appropriate for village information-sharing by non-experts. Once we have these tools/materials, we will begin testing the materials in our project interventions zone.

ANNEXES

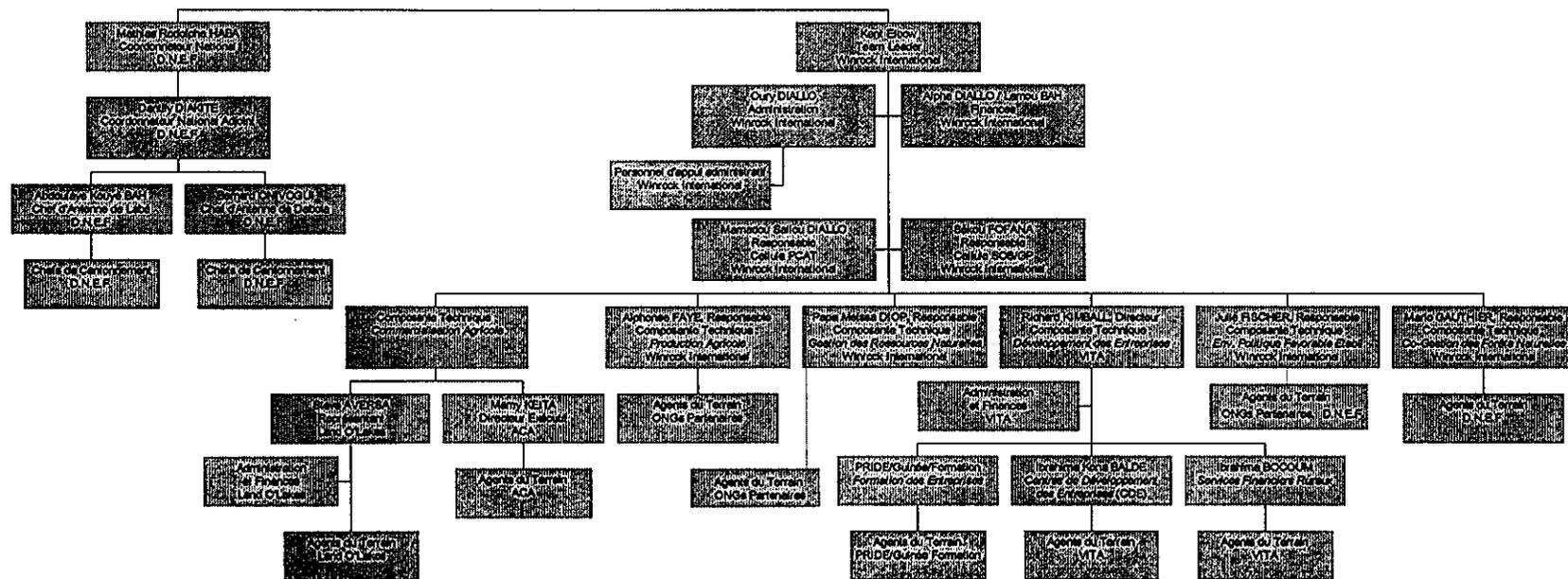
1. ENRMA Organizational Chart
2. NGO Pre-Contract Workshop Terms of Reference
3. Prefectoral Team Leader Terms of Reference
4. Operational and Strategic Monitoring Unit
5. Planning and Coordination of Field Activities Unit
6. Reinforcement of Rural Organizations in Planning and Implementing their Programs Unit

ANNEX 1

ENRMA ORGANIZATIONAL CHART

Projet Elargi de Gestion des Ressources Naturelles (PEGRN)

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



NB: Les agents du terrain sont généralement regroupés en des Equipes Polyvalentes Préfectorales dont les membres représentent les composantes techniques identifiées dans l'organigramme.

D.N.E.F = *Direction Nationale des Eaux et Forêts*

ACA = *Agence pour la Commercialisation Agricole*

(Cellule) PCAT = *Planification et Coordination des Activités du Terrain*

(Cellule) SOS/GP = *Suivi Opérationnel et Stratégique et Gestion du Partenariat*

ANNEX 2

*NGO PRE-CONTRACT WORKSHOP
TERMS OF REFERENCE*

TERMES DE REFERENCE :
PERIODE PRE-CONTRAT AVEC LES ONG PARTENAIRES DU PEGRN A
KINDIA, LELOUMA, TOUGUE ET DABOLA

Une période initiale du contrat sera consacrée à l'établissement des normes de travail et d'échanges entre l'ONG et le PEGRN, à la planification du programme, à la définition des informations recherchées par rapport au rapportage mensuel, à l'élaboration des instruments de rapportage mensuel et à l'identification, recrutement et mise sur place des agents de terrain

L'ONG consacra une période de deux semaines à partir du 18 mars au 31 mars 2002 les ressources humaines qu'il faut (au moins trois individus expérimentés et de haute capacité qui peuvent comprendre, par exemple, le Directeur de l'ONG, les techniciens très qualifiés, les consultants etc.) pour accomplir les tâches suivantes :

- En collaboration avec les responsables des volets intéressés (RI 1, RI 2 et RI 4), l'ONG élaborera un Plan d'Action détaillé relatif aux activités prévues dans le cadre de l'exécution des programmes de ces trois volets au niveau de la préfecture.
- En collaboration avec le responsable du volet RI 4, les représentants d'ACA et de LOL, l'ONG élaborera un Plan d'Action détaillé relatif au programme de renforcement des organisations paysannes en planification et en mise en œuvre de leurs programmes (ROPPMOP) et de liaison entre RI 4 et le CGRN d'une part, et entre LOL/ACA et le CGRN d'autre part. Ce plan d'action prendra en compte l'intégration de ces deux agents dans la cellule ROPPMOP au niveau de la préfecture.
- En collaboration avec la cellule SOS/GP du PEGRN l'ONG élaborera un système de rapportage mensuel y compris l'identification des informations à collecter et à rapporter ; les instruments, le calendrier et les la méthodologie de collecte d'information ; les responsables au niveau de la préfecture et au niveau de l'ONG ; et le format du rapportage.
- Pendant cette même période de deux semaines l'ONG travaillera avec les responsables de volets dans l'identification des agents RI 1, RI 2 et RI 4 de terrain qui se spécialiseront par rapport à chacun de ces volets ; l'ONG travaillera avec les responsables de la cellule SOS/GP dans l'identification de l'agent SOS ; et l'ONG travaillera avec le responsable de RI 4 et les représentants d'ACA et de LOL dans l'identification des deux agents ROPPMOP. Les responsables de volets, cellules et représentants ACA et LOL seront impliqués pleinement dans le processus d'identification d'agents du terrain et auront le droit de véto (ou ultérieurement d'exiger qu'un agent déjà sur le terrain soit remplacé).

- L'ONG établira une structure de comptabilité/financière avec laquelle sera assurée la bonne gestion des fonds du PEGRN et qui répond aux besoins du rapport financier de Winrock.
- En collaboration avec la Direction du PEGRN l'ONG identifiera et responsabilisera un coordinateur technique du programme ONG à mettre en œuvre en collaboration avec le projet. Le coordinateur technique servira comme le principal canal de communication entre le projet et l'ONG et sera à tous moments informé, accessible et disponible.
- L'ONG mettra sur place et opérationnel leur bureau au niveau de la préfecture.

ANNEX 3

*PREFECTORAL TEAM LEADER
TERMS OF REFERENCE*

Cahier de Charges du Chef d'Equipe Préfectorale :

Relevant directement du chef de projet, le Cahier de Charges du Chef d'Equipe (Team Leader) Préfectorale du PEGRN est le suivant:

1. Le Chef d'Equipe Préfectorale du PEGRN est le premier responsable en ce qui concerne l'exécution et suivi du programme du PEGRN qui se déroule au niveau des Préfectures en conformité avec le Plan de Travail. Il est appuyé dans l'exécution du programme au niveau de la Préfecture par l'assistance technique du projet.
2. Il doit participer activement en collaboration avec la Direction technique du projet dans le développement du Plan de Travail du programme du PEGRN au niveau des Préfectures.
3. Il est les porte-parole du projet au niveau des Préfectures. Il est le canal central de communication entre les agents de terrain, les populations et les autorités locales des Préfectures et la Direction technique du projet. Dans ce sens, il doit instituer et entretenir des relations durables avec toutes les parties clefs y compris les autorités et populations locales directement ou indirectement impliquées dans le programme du PEGRN au niveau des Préfectures.
4. Il doit gérer la collaboration fructueuse avec le personnel de Winrock International, VITA, PRIDE/Formation, LOL, ACA, LOL, DNEF, les autres partenaires ONGs locales du projet et USAID respectivement concernés par le programme du PEGRN au niveau des Préfectures.
5. Il doit collaborer avec les agents de terrain, les autres partenaires du PEGRN, les populations cibles et les autorités locales afin de les mieux éduquer en ce qui concerne la philosophie, l'approche et la méthodologie du PEGRN et de s'engager dans un programme de sensibilisation à travers des échanges quotidiens avec les agents qui font partie de leur équipe aussi bien que les populations cibles.
6. Il doit assurer la mise à jour des équipes Préfectorales du PEGRN avec toutes les méthodes novatrices ainsi que des modules de formation favorisant l'accomplissement des objectifs du projet au niveau des Préfectures.
7. Il doit produire des rapports d'activités mensuels et trimestriels à soumettre au chef du projet.
8. En collaboration avec la Direction technique du projet, il doit assurer la supervision et la formation des agents de terrain du PEGRN.

9. En collaboration avec le Coordinateur Technique et l'Assistance Technique du projet, il doit développer et mettre en œuvre un système de gestion des archives concernant les informations/documents relatifs aux indicateurs de performance du PEGRN afin de faciliter le suivi/évaluation des activités du projet sur le terrain.
10. Il doit accomplir au besoin d'autres tâches ponctuelles à la demande de la Direction Technique du projet.

Profil recherché :

Le Chef d'Equipe Préfectorale du PEGRN est le premier responsable en ce qui concerne l'exécution et suivi du programme du PEGRN qui se déroule au niveau de la Préfecture en conformité avec le Plan de Travail. Donc, pour un meilleur accomplissement des tâches ci-dessus décrites, les candidats pour le poste de Chefs d'Equipe Préfectorale du PEGRN devraient réunir les qualifications suivantes :

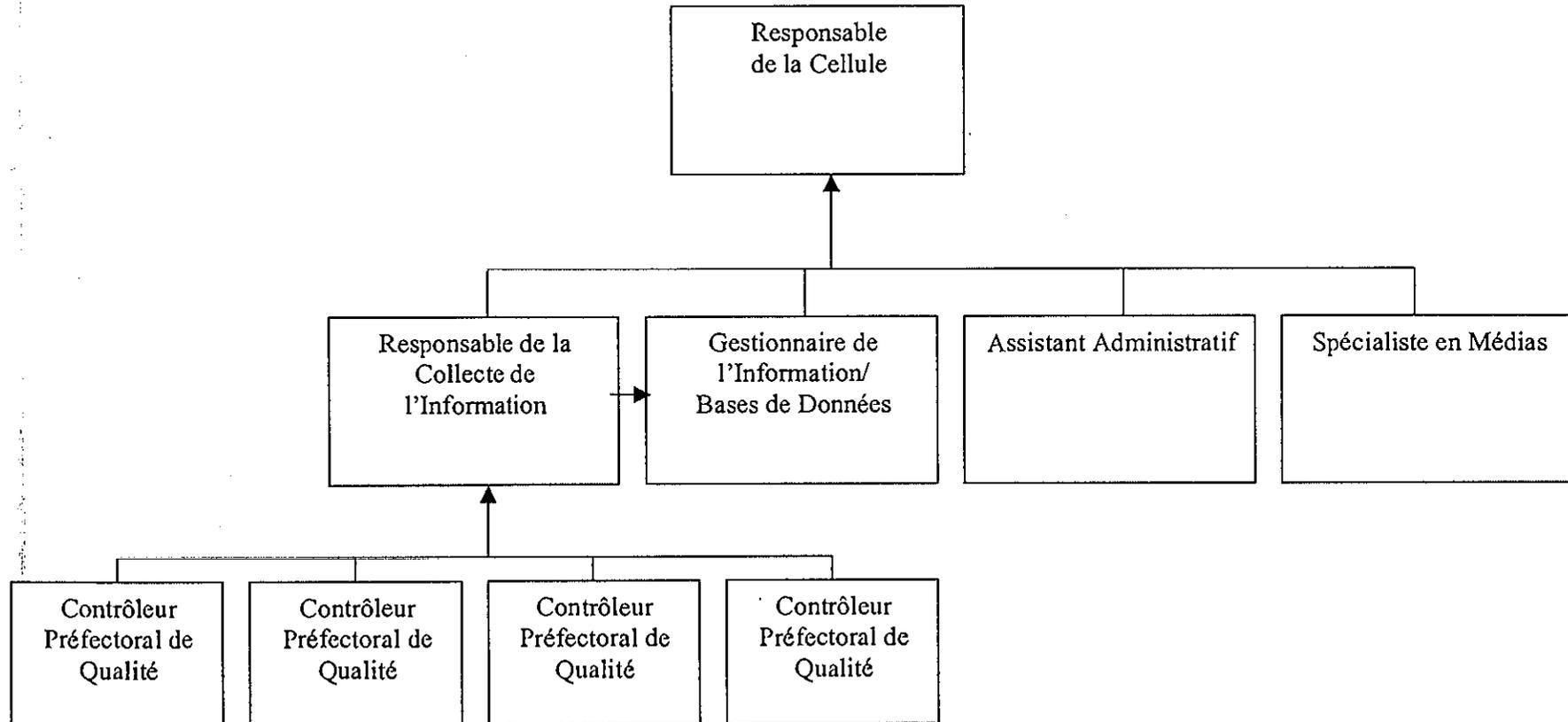
- Etre titulaires d'un Diplôme d'Etudes Supérieures en Sciences Agronomiques, Sociologie, Géographie, Management, Foresterie ou un Diplôme Post-universitaire ou équivalent en gestion des ressources naturelles assorti d'un minimum de 5 ans d'expérience dans la gestion des activités des projets de développement en milieu rural.
- Faire preuve d'innovation, d'engagement et de curiosité dans la poursuite de l'atteinte des objectifs ciblés. Ils doivent être en mesure d'identifier et de prioriser les contraintes majeures qui bloquent l'atteinte des objectifs du projet, et de formuler et exécuter les stratégies pour lever ces contraintes.
- Avoir les qualités de leadership et un esprit participatif, et d'encourager le travail en équipe.
- Etre excellents communicateurs et meneur d'hommes, pleins d'initiatives, habiles à gérer les risques, et capables de développer de très bonnes relations interpersonnelles.
- Avoir une maîtrise totale du français et parler couramment les langues des Préfectures (surtout le Pular pour Lélouma et Tougué et le Pular et /ou le Soussou pour Kindia) et respecter les mœurs, cultures, et les pratiques des localités. La pratique de l'anglais et de l'informatique constitue des avantages évidents.
- Avoir une maîtrise parfaite dans la conduite des motos

- Afficher une capacité d'absorption de nouvelles connaissances et une aptitude visible d'adaptation des compétences et du comportement aux réalités du terrain.
- Avoir la capacité de faire une planification fine, flexible, exhaustive et organisée. En ce qui concerne la planification au niveau de son équipe, elle doit être participative et appropriée par les membres de l'équipe.
- Chercher à se faire former par une auto-formation.

ANNEX 4

OPERATIONAL AND STRATEGIC MONITORING UNIT

Cellule SOS/GP



Mise en opération de la cellule Suivi Opérationnel et Stratégique et Gestion du Partenariat.

La Cellule SOS/GP est mise sur place et fonctionnelle depuis 8 mars 2002. C'est une cellule d'appui aux composantes techniques en ce qui concerne le suivi opérationnel et stratégique et la gestion du partenariat.. Elle est chargée de la gestion de l'information par rapport aux résultats et au niveau global du projet et de la gestion du partenariat au même niveau.

En tant que ressource disponible à la cellule de planification et coordination des activités au niveau terrain et aux responsables techniques des composantes pour mieux comprendre l'efficacité et la mise en œuvre de leurs activités et à partir de cette compréhension d'introduire les améliorations dans leurs propres programmes ; la cellule SOS dans sa fonction de gestionnaire d'information doit mettre sur place un système compréhensif de collecte de validation et de rapportage des données qui mesurent le progrès vers l'atteinte des objectifs.

1. Responsabilités générales de la Cellule

La cellule SOS/GP a six responsabilités principales :

1. Le suivi opérationnel des programmes techniques du PEGRN.
2. Le suivi stratégique du PEGRN basé sur les 30 indicateurs de performance.
3. La conduite du processus de recrutement des agents de terrain et de l'identification des partenaires ONG, la gestion des relations avec les partenaires ONG du PEGRN et la préparation d'un système d'évaluation de la performance des ONG.
4. La communication et la représentation du PEGRN au niveau du bailleur de fonds, du GDG, des autres partenaires du projet et les agences, institutions et ONG qui par leur nature sont les entités naturelles d'échanges ou de partage d'informations, d'objectifs, d'approches, de résultats ou de recherches pertinents au PEGRN.
5. La conception et la mise en œuvre du programme média qui cible parmi autres la documentation des "success stories" du PEGRN.
6. Le suivi routinier administratif.

Le Coordinateur Technique du PEGRN est responsable de la cellule de suivi opérationnel et stratégique et gestion du partenariat (SOS/GP) et assure son bon fonctionnement et l'atteinte des objectifs selon les termes de référence de la cellule. En dehors du Coordinateur Technique, la cellule SOS/GP est composée d'un agent de suivi opérationnel, un gestionnaire des informations du suivi stratégique, un assistant administratif et un spécialiste en média. En ce qui concerne la gestion du partenariat, le Coordinateur Technique se fait appuyer par les responsables techniques et les autres partenaires du PEGRN (DNEF, PRIDE/Guinée, VITA, ACA, LOL, ONG...).

Au niveau de chaque préfecture, un agent membre d'une ONG dont le titre est « *contrôleur de qualité* » ou « *agent SOS* » fait partie du réseau de collecte d'information.

1. Responsabilités en détail :

1. En ce qui concerne le *suivi opérationnel* du programme technique du PEGRN la SOS/GP doit :
 - S'informer et maîtriser la planification des composantes techniques du PEGRN en ce qui concerne la mise en exécution de leurs programmes annuels techniques (basés sur leurs "plans d'action")
 - Concevoir et mettre en œuvre un système de suivi de l'exécution des programmes des composantes techniques du PEGRN qui permet à la cellule (et au responsable de la cellule) d'être au courant à tous moments en ce qui concerne le niveau d'exécution des plans d'action, de comparer les activités planifiées aux activités en cours, d'étudier la qualité de l'exécution des activités et le niveau de conformité du programme exécuté par rapport au calendrier établi ;
 - Suivre l'exécution de toutes décisions arrêtées au niveau de la direction du projet (pendant les réunions techniques ou de planification ou d'autres entretiens tenus au niveau de la direction du projet) et se rassurer que toutes les décisions prises sont bien notées, enregistrées et que leur exécution est rigoureusement suivie ;

- Mettre en œuvre un système de partage d'informations (réunions, rapports, point d'affiche...) qui tient informé d'une manière continue ou aux intervalles définies et régulières le Team Leader et les responsables des volets techniques d'une manière constructive, transparente et collaborative qui cible l'atteinte des objectifs opérationnels (autrement dit, la bonne exécution du programme technique).
2. En ce qui concerne le fonctionnement du **système stratégique de suivi-évaluation** du PEGRN la SOS/GP doit :
- Concevoir et mettre en œuvre un système de collecte et de gestion de toutes les informations nécessaires pour rapporter et valider les résultats par rapport aux 30 indicateurs de performance du PEGRN, ceci suppose une collaboration étroite avec toutes les composantes techniques qui sont chacune impliquée dans la collecte et la gestion des informations qui répondent aux indicateurs de performance ;
 - Se familiariser et maîtriser les efforts déjà en cours en ce qui concerne le suivi stratégique du PEGRN au niveau des composantes techniques ;
 - Mettre sur place un système d'information qui tient informé le Team leader du PEGRN et les responsables des volets par rapport à l'évolution vers l'atteinte ou la non-atteinte des objectifs établis par rapport à chaque indicateur de performance ;
 - Identifier et faire connaître à temps opportun les problèmes en ce qui concerne la collecte et la bonne gestion de l'information liée aux indicateurs de performance ;
 - Mettre sur place un système transparent et pratique de vérification des résultats rapportés qui est accessible aux membres de l'équipe OS1 de l'USAID.
3. En ce qui concerne **la conduite du processus de recrutement des agents du terrain et de l'identification des partenaires ONG, et la gestion des relations avec les partenaires ONG du PEGRN** la cellule SOS/GP doit :
- Assurer un processus de recrutement transparent et participatif des composantes techniques et partenaires du PEGRN ;
 - Identifier les étapes du processus de recrutement et proposer un calendrier d'exécution des tâches identifiées au niveau de chaque étape ;
 - Proposer la composition et conduire les commissions de recrutement ;
 - Proposer un modèle de contrat à signer entre le PEGRN et l'ONG ou l'agent recruté, et suivre la gestion du contrat à partir de sa signature ;
 - Signaler les problèmes, proposer et effectuer les solutions liées à la performance de l'ONG ou de l'agent par rapport au contenu du contrat signé.
4. En ce qui concerne **la communication et la représentation** du PEGRN vis-à-vis les partenaires du projet la cellule SOS/GP doit :
- Être informé et sensible par rapport aux attentes et procédures du bailleur de fonds et prendre en compte ces aspects dans l'accomplissement de ses tâches ;
 - En collaboration avec la DNEF, s'assurer d'un partage efficace d'information entre le PEGRN et le GDG à tous les niveaux (national, régional, préfectoral...), et de l'implication du GDG dans toutes les activités du PEGRN appropriée (représentation aux réunions, ateliers, diffusion de rapports, etc) ;
 - Maintenir les contacts avec tous les partenaires du projet ;
 - Identifier et poursuivre les opportunités de collaboration et de synergie avec les partenaires à l'intérieur ou à l'extérieur du PEGRN proprement dit ;
 - Assurer la participation du projet aux fora (ateliers, réunions...) qui sont appropriés en termes d'objectifs ou d'approches partagés.
5. En ce qui concerne **la conception et la mise en œuvre du programme média** la cellule SOS/GP doit :
- Concevoir et mettre sur place le programme média qui cible la documentation des "success stories" qui résultent des activités du projet ;
 - Travailler avec le spécialiste en médias pour rendre fonctionnel son volet ;

- Travailler avec le spécialiste en média pour mettre sur place un système d'échanges d'informations entre les techniciens du projet et le volet média concernant les cas prometteurs qui peuvent faire l'objet d'une attention médiatique poussée.
6. En ce qui concerne *le suivi routinier administratif*, la cellule SOS doit :
- Etablir un calendrier de soumission des chapitres des rapports périodiques du projet (trimestriels, annuels) par les composantes techniques et veiller au respect des délais établis ;
 - Superviser la production des rapports périodiques du projet en deux versions : anglais et français ;
 - Veiller sur le système de planification hebdomadaire (basé sur les fiches hebdomadaires) et l'élaboration des calendriers d'activités mensuels (par composante et par préfecture – qui sont soumis chaque mois à l'USAID) et toutes autres activités administratives routinières qui concernent le programme technique du PEGRN.

II. Ressources humaines mise à la disposition de la cellule SOS/GP

La cellule SOS/GP est composée des individus ci-après :

- Responsable de la Cellule : Sékou Fofana, Coordonnateur Technique
- Responsable de la Collecte d'Information, Raphaël Ouamouno
- Gestionnaire de l'information/base de données, Nainy Kaba
- Assistant Administratif, Fatoumata Binta Diallo
- Spécialiste en médias, Mamadou Saliou Baldé

Au niveau de chaque préfecture, un agent membre d'une ONG dont le titre est « contrôleur de qualité » ou « agent SOS » fait partie du réseau de collecte d'information.

1. Contrôleurs préfectoraux de qualité

Les *contrôleurs préfectoraux de qualité* sont responsables d'assurer l'application du système de suivi opérationnel et stratégique au niveau de la préfecture – surtout en ce qui concerne les aspects de collecte de l'information selon la procédure établie.

RESPONSABILITES DETAILLEES :

- ◇ Connaître et être en mesure d'expliquer les principes d'un système de suivi, à quoi un système de suivi doit répondre (sa raison d'être) et la distinction entre les systèmes de suivi *opérationnel* et *stratégique*.
- ◇ Connaître la procédure, la logique et les exigences du système de suivi par indicateur (cas du suivi stratégique) et par activité (cas du suivi opérationnel)
- ◇ Assurer que toutes les fiches de collecte d'information au niveau de la préfecture sont remplies et soumises au responsable de collecte d'information dans les délais précisés.
- ◇ Gérer les archives au niveau préfectoral par rapport à l'information collectée dans le cadre du suivi opérationnel et stratégique
- ◇ Etre en mesure d'expliquer aux partenaires du PEGRN (Y compris au bailleur de fonds) à tous moments l'état d'avancement vers l'atteinte des objectifs définis au niveau de la préfecture en se basant sur le système de suivi, et de faciliter le processus de *validation* des résultats par le bailleur de fonds sur la base de la documentation gérée au niveau de la préfecture
- ◇ Contribuer au rapportage par rapport aux résultats selon le besoin.

2. Responsable de la collecte d'information

Le *responsable de la collecte d'information* est responsable d'assurer l'application du système de suivi opérationnel et stratégique au niveau des quatre préfectures dans lesquelles le PEGRN évolue aussi bien dans le cadre du programme HEPA – surtout en ce qui concerne les aspects de collecte de l'information selon la procédure établie.

RESPONSABILITES DETAILLEES :

- ◇ Connaître et être en mesure d'expliquer les principes d'un système de suivi, à quoi un système de suivi doit répondre (sa raison d'être), les éléments d'un système de suivi et la distinction entre les systèmes de suivi opérationnel et stratégique.
- ◇ Connaître jusqu'aux détails les plans d'action des diverses composantes techniques du PEGRN
- ◇ Connaître la procédure, la logique et les exigences du système de suivi par indicateur (cas du suivi stratégique) et par activité (cas du suivi opérationnel)
- ◇ Assurer que toutes les fiches de collecte d'information au niveau de la préfecture sont remplies et soumises au *Gestionnaire d'information / bases de données* dans les délais précisés
- ◇ Appuyer les Contrôleurs préfectoraux de qualités dans la gestion des archives au niveau préfectoral par rapport à l'information collectée dans le cadre du suivi opérationnel et stratégique
- ◇ Etre en mesure d'expliquer aux partenaires du PEGRN (y compris au bailleur de fonds) à tous moments l'état d'avancement vers l'atteinte des objectifs définis au niveau de la préfecture en se basant sur le système de suivi, et de faciliter le processus de validation des résultats par le bailleur de fonds sur la base de la documentation gérée au niveau de la préfecture
- ◇ Contribuer au rapportage par rapport aux résultats selon le besoin
- ◇ Gérer l'équipe responsable de la collecte d'information.

3. Gestionnaire de l'information / bases de données

Le *Gestionnaire de l'information / bases de données* est responsable de saisi (pour lequel il se fait appuyer par l'assistante administrative de la cellule SOS/GP), du traitement, manipulation et du stockage sous forme électronique des données collectées dans le cadre du suivi opérationnel et stratégique.

RESPONSABILITES DETAILLEES :

- ◇ Connaître et être en mesure d'expliquer les principes d'un système de suivi, à quoi un système de suivi doit répondre (sa raison d'être) et la distinction entre les systèmes de suivi *opérationnel et stratégique*.
- ◇ Connaître la procédure, la logique et les exigences du système de suivi par indicateur (cas du suivi stratégique) et par activité (cas du suivi opérationnel)
- ◇ Contribuer à la conception d'un système de suivi surtout au niveau de l'élaboration des maquettes de saisi et le traitement/manipulation des données mais aussi au niveau des instruments de collecte d'information pour assurer que ces instruments sont en harmonie avec le système de traitement et analyse des données
- ◇ Etre en mesure d'expliquer aux partenaires du PEGRN (y compris au bailleur de fonds) à tous moments l'état d'avancement vers l'atteinte des objectifs définis au niveau de la préfecture en se basant sur le système de suivi, et de faciliter le processus de validation des résultats par le bailleur de fonds sur la base de la documentation gérée au niveau de la préfecture
- ◇ Contribuer au rapportage par rapport aux résultats selon le besoin.

4. Le Spécialiste en Médias

Le responsable en médias est responsable d'assurer l'application et la mise en œuvre du programme media au niveau des quatre préfectures dans lesquelles le PEGRN évolue surtout en ce qui concerne la documentation des « *success stories* » qui résultent des activités du projet.

RESPONSABILITES DETAILLEES

- ☛ Informer, former et motiver les producteurs sur la nécessité d'utiliser et de pratiquer des méthodes d'exploitation appropriées.
- ☛ Accélérer, rationaliser les méthodes de procédure d'informations sur une pratique ou une technique agricole bien déterminée par l'adoption d'une stratégie systématique bien planifiée utilisant une approche multimédia.
- ☛ Travailler en étroite collaboration avec l'équipe de l'Assistance Technique du PEGRN pour asseoir les différentes composantes du projet et produire les outils et supports d'animation et de vulgarisation ayant trait à

toutes les composantes du projet à savoir: cassettes vidéo, fiches techniques, diapo, banderoles, panneaux d'images, affiches, saynète, réunions et émissions radio-rurale etc....afin d'avoir une production agricole rentable et durable.

- ☛ Diffuser toutes les informations techniques sur le projet liées aux différents volets (GRN, Production Agricole et Commercialisation, Environnement Politique).
- ☛ Accompagner et Interviewer les personnes ressources qui réalisent des voyages d'études afin de transmettre les expériences d'autres projets ou d'autres sites où des technologies innovatrices de gestion des ressources naturelles ont été adoptées.
- ☛ Alimenter le site Web avec l'appui du CDE ou de l'USAID, en information sur le Projet.
- ☛ Créer un journal d'information traitant des activités du projet (succès, faiblesses...) et du mouvement socioprofessionnel de son personnel.
- ☛ Préparer, programmer et orienter les reportages multimédias dans les zones d'intervention du projet.
- ☛ Constituer une banque de données en information (coupures de journaux, photos, cassettes vidéos,...).
- ☛ Elaborer un document support du projet, dans lequel tous les intervenants auront des informations sur leurs activités.
- ☛ Concevoir et fonctionner des gadgets de publicité et de marketing (dépliants, autocollants, calendriers, t-shirt, panneaux publicitaires, agendas, cartables...).
- ☛ En accord avec les différents volets, réaliser des bandes dessinées, des affiches et autres supports en langues locales, pouvant faciliter la compréhension des communautés de base, majoritairement illettrées.
- ☛ Remplir toute autre fonction demandée par la cellule et/ou Direction du projet dans le cadre du service et dans le respect des termes de référence.

5. L'Assistante Administrative

En dehors de l'appui qu'elle apporte au Gestionnaire de l'Information/bases de données dans la saisie, le traitement, la manipulation et le stockage sous forme électronique des données collectées dans le cadre du suivi opérationnel et stratégique, l'Assistante Administrative doit fournir les services de secrétariat à la cellule et aux Assistants Techniques, maintenir un système de classement des dossiers et des documents techniques de la cellule et tenir le PV lors des réunions techniques ou d'autres entretiens tenus au niveau de la Direction du projet.

RESPONSABILITES DETAILLEES

- ☛ Connaître les principes d'un système de suivi, à quoi un système de suivi doit répondre (sa raison d'être), les éléments d'un système de suivi et la distinction entre les systèmes de suivi opérationnel et stratégique.
- ☛ Fournir les services de secrétariat à la Cellule SOS/GP et aux Assistants Techniques dans la mesure du possible (dactylographie au traitement de texte (Microsoft Word) les lettres, rapports, tableaux (Excel) et autres notes de service; vérifier et relire le travail dactylographié afin de s'assurer de l'absence de fautes de frappe, d'orthographe et/ou de français; suggérer au demandeur les corrections à apporter et les apporter le cas échéant; choisir le meilleur mode de présentation du travail et y apporter les corrections nécessaires; rédiger et dactylographier les correspondances sur la base des informations fournies.
- ☛ Maintenir un système de classement de la correspondance, des dossiers et des documents techniques de la cellule (organiser et maintenir à jour un système de classement efficace du courrier, des rapports, notes et autres dossiers de la cellule); recueillir, conserver, classer et mettre à jour la documentation et les présentoirs appropriés sur les sujets liés à la cellule; assurer l'étiquetage et le classement des disquettes d'ordinateurs; veiller à la mise à jour des dossiers et le cas échéant à l'ouverture de nouveaux.
- ☛ Assurer le secrétariat (tenir le PV) lors des réunions techniques élargies (pendant lesquelles la participation de l'USAID sera assurée); les réunions entre la Direction et/ou les responsables des composantes techniques et les chefs d'équipes préfectorales; les réunions entre la Direction et/ou les responsables des composantes techniques et la Direction/Coordination des ONG partenaires afin de tenir informer d'une manière continue ou à intervalles définies tous les partenaires sur les décisions prises ou arrêtées au niveau de la direction du projet (pendant les réunions techniques ou de planification, ou d'autres entretiens tenus au niveau de la Direction du projet).

☛ Remplir toute autre fonction demandée par la cellule et/ou Direction du projet dans le cadre du service et dans le respect des termes de référence.

6. Responsable de la Cellule SOS/GP

Le responsable de la cellule SOS/GP assure que tout ce qui est enregistré en haut en tant que responsabilités du personnel de sa Cellule est respecté et appliqué correctement. Pour accomplir ceci le responsable doit maîtriser tous les éléments techniques du système de suivi mis sur place dans le PEGRN. Le responsable de la cellule est aussi responsable de la conception du système de suivi. Ceci suppose que le responsable coordonne l'identification, la mise sur place et la gestion d'un dossier complet par indicateur (cas du suivi stratégique) et par activité suivie (cas du suivi opérationnel) qui comprend :

- ◇ Les modèles d'instruments de collecte
- ◇ Les éléments de la procédure de collecte (périodicité, responsabilités...)
- ◇ La forme, le contenu, la structuration et la gestion des bases de données
- ◇ La procédure d'analyse
- ◇ La procédure de rapportage
- ◇ La procédure de validation

En plus, le responsable de la cellule assure que toutes les tâches assignées à sa cellule seront accomplies.

III. Informations par rapport à l'état d'avancement de sa mise en place

Nous avons ressorti plus haut que la cellule Suivi Opérationnel et Stratégique est déjà fonctionnelle depuis 8 mars 2002. En dehors du Coordinateur Technique, la cellule SOS/GP est composée d'un agent de suivi opérationnel, un gestionnaire des informations du suivi stratégique, une assistante administrative et un spécialiste en média.

Au niveau de chaque préfecture, un agent membre d'une ONG dont le titre est « *contrôleur de qualité* » ou « *agent SOS* » fait partie du réseau de collecte d'information.

Les responsabilités du Responsable de la Cellule SOS/GP, du responsable de la collecte de l'information, du gestionnaire de l'information/bases de données et de l'agent "*Contrôleur de qualité*" ou "*agent SOS*" sont déjà définies depuis le mois de mars.

Les termes de référence du Spécialiste en médias ainsi que de l'Assistante Administrative sont aussi élaborés. L'Assistante administrative apporte déjà un appui au *Gestionnaire de l'information / bases de données* dans la saisie, le traitement, la manipulation et le stockage sous forme électronique des données collectées dans le cadre du suivi opérationnel et stratégique.

Le Spécialiste en médias est aussi entré en fonction dans la première quinzaine du mois d'avril. En sa qualité de Spécialiste en médias, il a accompagné durant 6 jours une mission importante de la « Caravane de la contre-saison » organisée par l'Assistance Technique en GRN/Production Agricole dans les préfectures de Tougué, Lélouma et Kindia pour réaliser des interviews, des prises de vue.

Le recrutement des agents SOS est déjà terminé. Leur répartition par préfecture est la suivante :

1. Dabola : Thierno Ibrahima Diallo
2. Kindia : Daouda Diallo
3. Lélouma : Mohamed Thioupy Diallo
4. Tougué : Mamadou Mouctar Dramé

Mise en place des agents SOS

Dans le souci de la cellule de procéder immédiatement à la collecte des informations sur les indicateurs, les membres de la Cellule ont tenu le mercredi 17 avril 2002 dans la salle de réunion du PEGRN à Labé leur première réunion

technique. Au cours de cette rencontre, le responsable de la cellule a présenté tous les membres de la cellule et leur a clairement expliqué les responsabilités de chacun.

A cette même occasion, les agents chargés de la collecte de l'information ou agents contrôleurs de qualité ont été installés dans leur fonction après avoir reçu du responsable de la cellule des informations relatives aux fiches de collecte des données, les périodicités de collecte des indicateurs, les responsabilités, les outils et les méthodes de vérification ainsi que les procédures d'analyse, de rapportage et de validation.

Pour ce qui concerne le suivi des indicateurs de performance, la cellule est en train d'élaborer un nouveau dossier complet par indicateur de performance qui fournira tous les détails au niveau des objectifs quantitatifs et qualitatifs, des définitions des termes pertinents, de l'identification de l'unité de mesure, de la méthodologie de collecte d'information, de la méthodologie de traitement, de stockage et de gestion des informations, de la validation et vérification des informations...

Tous les documents déjà disponibles sur le PEGRN, à savoir le Plan de Suivi-évaluation (Méthodes de Collecte de données sur les indicateurs de performance et de progrès), les plans d'action pour l'année fiscale 2002 de toutes les composantes du PEGRN, les fiches de collecte de données, la liste des 30 indicateurs de performance ainsi que d'autres documents de première importance ont été mis à la disposition des agents SOS.

IV. Quelques réalisations de la cellule

Les différentes activités réalisées par la Cellule de Suivi Opérationnel et Stratégique/Gestion du Partenariat du PEGRN du 1^{er} janvier au 31 mars 2002 sont les suivantes :

1. La conduite du processus de recrutement des agents du terrain et des chefs d'équipes préfectorales de Dabola, Tougué, Lélouma et Kindia ;
2. La conduite du processus de Sélection des ONG partenaires du PEGRN ;
3. La conduite de l'élaboration d'un plan d'action de 6 mois en collaboration avec les ONG sélectionnées ;
4. La représentation du PEGRN aux différents ateliers organisés par d'autres institutions
5. Le suivi et la collecte des données sur le terrain
6. La gestion administrative.

ANNEX 5

*PLANNING AND COORDINATION OF FIELD ACTIVITIES
UNIT*

Termes de Référence :

CELLULE PLANIFICATION ET COORDINATION DES ACTIVITES DU TERRAIN

Présentation de la cellule PCAT

De manière générale, la cellule *planification et coordination des activités du terrain* (PCAT) est responsable de la planification et de la coordination des activités du PEGRN au niveau préfectoral. La PCAT travaille en collaboration étroite avec les responsables des composantes techniques du PEGRN d'une part et les chefs d'équipes préfectorales d'autre part pour assurer une mise en exécution efficace des programmes du PEGRN au niveau préfectoral.

La place de la cellule PCAT dans le PEGRN

La cellule PCAT appui les composantes techniques du projet dans l'atteinte des objectifs identifiés au niveau de chaque composante aussi bien que les objectifs généraux du PEGRN. La cellule PCAT appui, facilite et coordonne l'exécution des programmes techniques conçus au niveau des composantes. Tandis que la PCAT a la responsabilité d'assurer la coordination et le bon déroulement de la mise en œuvre de l'ensemble des programmes du PEGRN au niveau de chaque préfecture, la responsabilité pour l'exécution des programmes techniques et surtout pour l'atteinte des résultats ciblés reste au niveau des responsables techniques des composantes. La PCAT est une ressource clé qui est disponible aux responsables des composantes afin d'atteindre leurs objectifs.

La composition de la cellule PCAT

La cellule PCAT est dirigée par le Coordinateur des Activités du Terrain (CAT) dont les termes de référence sont identiques à ceux de sa cellule. En dehors du CAT, la cellule est composée d'un conseiller expert en formation, d'un spécialiste en GRN/Production Agricole et d'un spécialiste en genre. D'autres agents du PEGRN participent comme membre à temps partiel de la PCAT (chef de l'antenne de Labé de la DNEF, spécialistes en gestion financière, expert en commercialisation des produits agricoles, expert en transformation des produits...) selon les besoins identifiés par le CAT et leur disponibilité.

Les responsabilités générales de la PCAT sont :

- La coordination de la mise en œuvre des programmes et activités des composantes techniques du PEGRN au niveau préfectoral.
- L'évaluation des systèmes, personnel et méthodes employés dans la mise en œuvre des programmes du PEGRN au niveau préfectoral, et la proposition et l'appui des améliorations.
- Le leadership vis-à-vis aux équipes préfectorales.
- La co-gestion des agents du terrain, en collaboration avec les chefs d'équipe préfectoraux et les responsables des composantes techniques du PEGRN.
- Le suivi du matériel d'appui (logistique, locaux, matériel du bureau et informatique) et la formulation de propositions pour répondre aux insuffisances ou besoins existants.
- Le suivi des relations entre les partenaires à l'intérieur de l'équipe préfectorale, et des relations entre le projet et les entités gouvernementales et non-gouvernementales au niveau préfectoral.

Responsabilités en détail

En ce qui concerne la *coordination de la mise en œuvre des programmes et activités des composantes techniques du PEGRN au niveau préfectoral* :

- Les membres de la PCAT doivent se familiariser avec les plans d'action de chaque responsable de composante technique du PEGRN, avec leurs approches et méthodes de mise en œuvre de leurs programmes et avec tous les éléments de l'équipe préfectorale.
- La PCAT doit établir et maintenir des relations cordiales, étroites et fructueuses avec chacun des responsables des composantes techniques du PEGRN.
- La PCAT doit participer au processus de recrutement de tout agent de terrain et le processus d'identification de tous les partenaires ONG.
- La PCAT doit appuyer l'équipe préfectorale dans l'élaboration d'une méthodologie de travail et d'un système de planification de la mise en œuvre des activités.
- LA PCAT doit maîtriser les calendriers mensuels de travail des équipes préfectorales.
- La PCAT doit jouer le rôle d'un canal important de communication entre le niveau préfectoral et le siège du projet, et surtout au niveau des assistants techniques du PEGRN.
- La PCAT doit évaluer les besoins en appui technique au niveau des préfetures et faire des propositions de rendre disponible cet appui.
- La PCAT doit établir un programme de réunions périodiques et/ou ponctuelles au niveau des préfetures pour appuyer la coordination et la planification des activités, pour faciliter le partage de l'information et pour l'identification, l'analyse et la recherche de solutions aux problèmes. Ces réunions peuvent comprendre la participation des responsables des composantes techniques du PEGRN et/ou la coordination des ONG partenaires selon les besoins identifiés par le CAT et la disponibilité des uns et des autres.

En ce qui concerne *l'évaluation des systèmes, personnel et méthodes employés dans la mise en œuvre des programmes du PEGRN au niveau préfectoral, et la proposition et l'appui des améliorations*:

- Les membres de la PCAT doivent se familiariser avec les systèmes, le personnel et les méthodes employés par les assistants techniques pour la mise en œuvre de leurs programmes.
- La PCAT doit partager ses observations par rapport aux approches en cours avec les responsables des composantes et les chefs d'équipe préfectorale, qui travaillent en équipe pour le perfectionnement de leurs approches et méthodes.

En ce qui concerne *le leadership vis-à-vis aux équipes préfectorales* :

- La PCAT – et surtout le CAT – doit assister, analyser, conseiller et montrer par son exemple aux chefs d'équipes préfectorales en ce qui concerne le leadership de leurs équipes

En ce qui concerne *la co-gestion des agents du terrain* :

- La PCAT doit collaborer avec les chefs d'équipe préfectoraux et les responsables des composantes techniques du PEGRN dans la gestion des agents affectés au niveau de la préfeture. Pour ce faire la PCAT – et surtout le CAT – doit maintenir des relations

étroites avec les partenaires du projet qui ont des agents à ce niveau (ONG, LOL, VITA, ACA, DNEF, PRIDE/Guinée).

En ce qui concerne *le suivi du matériel d'appui* :

- La PCAT doit connaître et suivre le niveau et l'état du matériel logistique, immobilier (locaux), informatique, fournitures de bureau etc., disponible au niveau préfectoral, et faire des propositions en cas de besoin.

En ce qui concerne *le suivi des relations entre les partenaires* :

- La PCAT doit connaître les autorités du gouvernement de la Guinée au niveau préfectoral aussi bien que les projets et ONG qui sont actifs dans la zone et garder des contacts et un esprit collaborateur vis-à-vis tous les partenaires actuels ou potentiels. Une partie de la mission de la PCAT est l'identification des opportunités de création et de renforcement de la synergie aussi bien entre les composantes techniques du projet qu'entre le projet et ses partenaires actuels ou potentiels.

ANNEX 6

REINFORCEMENT OF RURAL ORGANIZATIONS IN PLANNING AND IMPLEMENTING THEIR PROGRAMS

PREFECTORAL-LEVEL UNIT

RENFORCEMENT DES ORGANISATIONS PAYSANNES EN PLANIFICATION ET MISE EN OEUVRE DE LEURS PROGRAMMES

Objectifs

Une cellule de *renforcement des organisations paysannes en planification et mise en œuvre de leurs programmes* (ROPPMOP) est créée au niveau de chaque préfecture. Cette cellule répond à deux objectifs prioritaires :

- Chaque composante technique du PEGRN doit connaître, contribuer et se trouver dans le processus de planification et de mise en œuvre des activités selon un plan de gestion des ressources naturelles ou un plan d'aménagement forestier. Ce processus (et les plans qui le caractérisent) est la porte d'entrée des activités du projet au niveau terrain. Le processus adopté de planification et de mise en œuvre décentralisées doit assurer une complémentarité et une synergie des diverses activités et divers programmes qui se déroulent sur le terrain, aussi bien qu'une responsabilisation et renforcement des organisations locales dans la gestion de leurs affaires.
- Les comités de gestion des ressources naturelles et les comités forestiers qui gèrent (ou co-gèrent) l'élaboration et la mise en œuvre des PGRN et les plans d'aménagement forestiers doivent accéder et bénéficier des appuis techniques et organisationnels disponibles grâce aux expertises uniques dont disposent chacune des composantes techniques du PEGRN.

Tâches et responsabilités

La cellule ROPPMOP est chargée de participer pleinement et d'appuyer les activités suivantes qui sont conduites par les CGRN/CF :

- Les exercices diagnostics et l'élaboration des plans de gestion des ressources naturelles
- La gestion des PGRN y compris les mises à jour périodiques et amendements
- La mise en œuvre des PGRN
- L'installation des comités de gestion des ressources naturelles (l'installation des comités forestiers est assurée par la composante co-gestion/aspects sociaux)
- L'appui technique et organisationnel des CGRN et CF
- L'identification des thèmes de formation appropriés au niveau des organisations paysannes
- La gestion des ressources mises à la disposition des CGRN par le PEGRN (matériel, fonds de roulement...)
- La prise en compte des PGRN, CGRN et CF des possibilités et opportunités offertes par les composantes techniques et divers partenaires du PEGRN
- La communication et la circulation des informations continue et dans les deux sens entre les CGRN/CF et les composantes techniques et divers partenaires du PEGRN

Composition de la Cellule ROPPMOP

La cellule est composée d'un *responsable de cellule* qui est un agent du volet RI 1 et les agents suivants qui sont au niveau préfectoral :

- Tous les agents de terrain du volet RI 1
- Un agent RI 2
- Un agent « relais » entre le CGRN/CF et ACA/LOL
- Un agent VITA (CDE)
- Un agent RI 4
- Un agent de la DNEF

La place de la Cellule ROPPMOP dans le PEGRN

La cellule est sous la direction du responsable du composante RI 1 et facilitée par la cellule PCAT du PEGRN. La cellule est au service des organisations paysannes pour qui elle travaille. Les agents qui font partie de la cellule ROPPMOP répondent directement au responsable du volet/partenaire pour qui il/elle est l'agent ou le représentant au niveau de la cellule.