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WULA NAFAA

AGRICULTURE AND NATURAL RESOURCES
MANAGEMENT PROGRAM

ANNUAL REPORT

FOR THE PERIOD OF OCTOBER 2004 – SEPTEMBER 2005

November 2005

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No. 685-C-00-03-00008-00

November 1, 2005

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TABLE OF CONTENTS

1.	EXECUTIVE SUMMARY.....	1
2.	INTRODUCTION	3
2.1.	Program objectives and strategy.....	3
2.2.	Program intervention zones.....	5
3.	ECONOMIC BENEFITS COMPONENT.....	7
3.1.	Results targeted and activities planned.....	7
3.1.1.	General considerations.....	7
3.1.2.	Results targeted.....	7
3.1.3.	Activities planned for 2004/2005.....	8
3.2.	Progress achieved.....	14
3.2.1.	Increased AG/NRM Revenues: Type a.....	14
3.2.2.	Increase in AG/NRM Revenues: Type b.....	18
3.2.3.	Capacity building.....	20
3.2.4.	Enterprise groups assisted by the program.....	21
3.2.5.	Market studies.....	22
3.2.6.	Grading systems and value-added processes.....	23
3.2.7.	Increase in levels of revenue.....	24
3.2.8.	Increase in volume marketed.....	25
3.2.9.	Number of market chains strengthened.....	25
3.2.10.	Commercial agreements negotiated with partners.....	26
3.3.	Constraints, opportunities, and perspectives.....	27
4.	RIGHTS & RESPONSIBILITIES COMPONENT	29
4.1.	Results targeted and activities planned.....	29
4.1.1.	General considerations.....	29
4.1.2.	Results targeted.....	29
4.1.3.	Activities planned for 2004-2005.....	30
4.2.	Progress achieved in 2004/2005.....	32
4.2.1.	Communities/CBOs that undertake community-led activities to increase the sustainable productivity of natural resources.....	32
4.2.2.	Communities/OCB engaged in formal co-management agreements.....	34
4.2.3.	Number of hectares covered by sustainable NRM plans.....	34
4.2.4.	Communities/CBO with NRM protocols, agreements & local codes controlling access, use & protection of NR.....	35
4.2.5.	Communities receiving training in NR monitoring, enforcement of local codes and conflict management.....	36
4.3.	Priorities for 2006.....	36
4.4.	Constraints.....	37
5.	POLICY COMPONENT.....	39
5.1.	Results targeted and activities planned.....	39
5.1.1.	General remarks.....	39
5.1.2.	Targeted results.....	39
5.1.3.	Activities planned for 2004/2005.....	39
5.2.	Progress achieved in 2004/2005.....	45
5.2.1.	Barrier reduction.....	45
5.2.2.	Discussion processes.....	49
5.2.3.	Evaluations, studies and policy analyses.....	49
5.2.4.	Tools / information systems.....	50
5.3.	Constraints, opportunities and perspectives.....	50
6.	CROSSCUTTING ACTIVITIES	53
6.1.	Coordination and Management.....	53

6.2.	Small Grants Management.....	54
6.3.	Training.....	55
6.3.1.	Capacity building for network members.....	55
6.3.2.	Installation of local conventions and codes.....	55
6.3.3.	Facilitator Training.....	55
6.3.4.	Communication	56
6.4.	Monitoring, Evaluation, Reporting and Analysis.....	56
6.4.1.	M&E activities in the Region of Tambacounda.....	56
6.4.2.	Development/start of MERA in the region of Kolda.....	56
6.4.3.	Partner capacity building	57
6.4.4.	Analysis and reporting activities.....	57
6.4.5.	Response to suggestions of the internal audit of USAID.....	57
ANNEX 1: AN EXAMPLE OF A “SUCCESS STORY”		59
ANNEX 2: LOCATION OF FACILITATORS		61
ANNEX 3: DOCUMENTS PRODUCED DURING THE YEAR		63
A3.1.	Economic Benefits.....	63
A3.2.	Rights and Responsibilities.....	63
A3.3.	Policy	64
A3.4.	Cross cutting activities	64
ANNEX 4: CONSULTANTS AND INTERNS.....		65
A4.1.	Economic Benefits.....	65
A4.2.	Rights and Responsibilities.....	65
A4.3.	Policy	65
A4.4.	MERA.....	66

ACRONYMS

AG	Agriculture
AG/NR	Agriculture/Natural Resources
BDS	Business Development Skills
BFC	Baobab Fruit Company (www.baobabfruitco.com)
BIC	Office for Inventories and Mapping
CAC	Animation & Discussion units (<i>Cellules d'Animation et de Concertation</i>)
CBO	Community-based organization
CBNRM	Community-based Natural resource Management
CdeC	Discussion forum
CIVD	Inter-Village Development Committee (<i>Comité Inter-Villageois de Développement</i>)
CLUSA	Cooperative League of United States of America
CNCR	Conseil National de Communautés Rurales (National Council for Rural Communities)
COP	Chief of Party
CR	Rural Community (<i>Communauté Rurale</i>)
CSE	Ecological Monitoring Center (<i>Centre de Suivi Ecologique</i>)
CVC	Village Co-management Committee (<i>Comité Villageois de Cogestion</i>)
CVD	Village Development Committee (<i>Comité Villageois de Développement</i>)
CVG	Village Management Committee (<i>Comité Villageois de Gestion</i>)
DEFCCS	Department of Forestry (<i>Direction des Eaux et Forêts, Chasse et Conservation des sols</i>)
DFI	Digital Freedom Initiative
DGF	Division for Wildlife Management (<i>Division de Gestion de la Faune</i>)
EB	Economic Benefits
EIG	Economic Interest Group
EROS	Earth Resources Observation Satellite
FFN	National Forest Fund (<i>Fonds Forestier National</i>)
GERME	“Manage your enterprise better” (<i>Gérer Mieux Votre Entreprise</i>)
GIE	See EIG (<i>Groupement d'Intérêt Economique</i>)

GIS	Geographic Information System
GPB	“Bouye” producers group
GPF	Women’s promotion group
GPFonio	Fonio Producers Group
GPL	Laalo Producers Group
GPMadd	Madd Producers Group
GPMoringa	Moringa Producers Group
GPS	Global Positioning System
IREF	Regional Forest Service (<i>Inspection Régionale des Eaux et Forests</i>)
IRG	International Resources Group
ISMRR	Higher Institute for Rural Trades and Networks (<i>Institut Supérieur des Métiers et Réseaux Ruraux</i>)
ITA	Food Technologies Institute (<i>Institut de Technologies Alimentaires</i>)
JFEP-K	Young Girl Entrepreneurs of Kaolack (<i>Jeunes Filles Entrepreneuses de Kaolack</i>)
M&E	Monitoring and Evaluation
MEPN	Ministry for the Environment and Nature Protection
MERA	Monitoring, Evaluation, Reporting and Analysis
NGO	Non Governmental Organization
NR	Natural Resources
NRM	Natural Resources Management
NTA	Non Traditional Agriculture
NWP	Nature, Wealth & Power
PAOA	Support Project for Food Industry Operators (<i>Projet d’Appui aux Opérateurs/trices de l’Agroalimentaire</i>)
PCR	President of Rural Community
PIMS	Program Information Management System
PMP	Progress Monitoring Plan
PROGEDE	Program for the Participative and Sustainable Management of Traditional and Substitute Energies (<i>Programme de Gestion Durable et Participative des Energies Traditionnelles et de Substitution</i>)
R&R	Rights and Responsibilities
RT	Round Table

SIP	Policy Information System
SO	Strategic Objective
T	Metric Ton (1,000 kg)
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USFS	United States Forestry Service
WN	<i>Wula Nafaa</i> (AG/NRM Program)
WRI	World Resources Institute

I. EXECUTIVE SUMMARY

This third annual report presents the activities carried out from October 2004 to September 2005, in order to achieve the contract results of the Agriculture and Natural Resources Management Program (AG/NRM) or Wula Nafaa in Senegal. Wula Nafaa is funded within the framework of two Strategic Objective (SO) Agreements developed between USAID and the Government of Senegal. SO1 – Sustainable increases in private sector income-generating activities in selected sectors; and SO2 – Improved local delivery of services and sustainable use of resources in targeted areas. The overall program objective is to contribute to poverty reduction and sustainable local development by increasing the incomes of rural producers and local communities through the empowerment of local authorities and the promotion of integrated, decentralized, participatory resource management.

Three years after start-up, Wula Nafaa is making sound progress. The foundations built during the tenure of the original COP are in the process of being consolidated, allowing objectives to be progressively reached. However, with the arrival of the new COP and Deputy COP in June 2005, changes have been made to allow the management of outstanding questions and constraints and improvements to basic management practices such as planning, communication and administrative procedures. Agreements to help in the process of developing and undertaking management plans are currently being approved. These agreements are between the Program and the communities that have received a grant and between the CR and the IREF for the technical assistance that the service can provide to the communities.

Activities of the Rights and Responsibilities (R&R) component, by its general approach, integrate the protection of NR and the participative management of land and forests. Within this framework, accent has been placed during the year on the introduction and evaluation of local conventions and codes. The evaluation revealed that some significant progress has been made but also that difficulties have arisen related to the application of those elements concerned with fines. Thus some readjustments have been made and will be taken into account when developing new local codes and conventions in the future.

For the Economic Benefits (EB) component, 2004-2005 was marked by the growth of enterprises based on non-traditional agriculture (NTA) and the strengthening of two new market chains (palm oil and cashew nuts) in Kolda together with continued support in other market chains such as baobab, fonio, honey and mbepp gum. Capacity building of local enterprises was carried out to help them develop into dynamic enterprises (type b). In this area it was anticipated to continue to develop relations between dynamic enterprises in Dakar and local enterprises. The aim of this activity being to ensure the sustainability of activities and to strengthen the trend of producers to join into groups, resulting in a consolidation of horizontal linkages thus ensuring good communications throughout the market chains.

The Policy component made some very solid progress during 2004/2005 while continuing to put in place important elements to allow the progress to continue during the upcoming year. The most significant progress made was within the dossiers covering hunting leases and forest finances although, despite being started rather late in the year, activities concerning markets chains based on woody resources have already begun to produce some promising results.

As far as management is concerned, one of the first activities undertaken by the new COP was to coordinate the development of an administrative procedures manual that was subsequently presented to the personnel of WN during a general assembly held in Tambacounda in July 2005. During this same assembly, a vision for the last two years of the program was presented.

In April 2005, the Regional Inspector General's office of USAID conducted an audit of the AG/NRM Program of USAID-Senegal to verify whether USAID was achieving the anticipated rate of NRM activities in

order to reach the assigned objectives. In response to several questions raised by the audit, WN recruited a fulltime specialist in monitoring and evaluation as well as an experienced coordinator for the facilitators. It is anticipated that the latter will improve communications and planning between the central team and the field.

Another highly significant event was the expansion of the program into the Region of Ziguinchor. For this event, three new facilitators were recruited, trained and installed in their zones within the department of Bignona, in September 2005. They are being supervised by a former facilitator.

2. INTRODUCTION

This third annual report presents the activities carried out from October 2004 to September 2005, in order to achieve the contract results of the AG/NRM Program or Wula Nafaa in Senegal¹. The WN Program is funded by the Ministry of the Environment and Nature Protection (MEPN) and USAID/Senegal. In January 2003, USAID/Senegal awarded a contract to International Resources Group (IRG) for the provision of long and short-term technical assistance as well as other services aimed at ensuring that the objectives and results of the AG/NRM Program were achieved.

This report contains a summary of the progress and results achieved during the third year of the program as well as a review and detailed presentation of the principle activities and achievements of each of the major components of the program:

- Economic Benefits and Enterprise Development
- Rights and Responsibilities
- Policy
- Cross-cutting activities (Training, Small Grants, MERA)

The report also contains a summary of progress achieved in undertaking several support activities such as the mobilization of community facilitators, Communications, and Coordination and Management. The team has identified a « Success Story that is also presented in this report.

2.1. PROGRAM OBJECTIVES AND STRATEGY

WN is funded under two Strategic Objective (SO) Agreements between USAID and the Government of Senegal:

- i. SO1 – Sustainable increases in private sector income-generating activities in selected sectors
- ii. SO2 – Improved local delivery of services and sustainable use of resources in targeted areas.

The program was conceived to draw maximum benefit from potential synergies to be had from the two strategic objectives and improved NRM, notably from interactions between “Nature, Wealth and Power”. In treating together the needs and opportunities tightly bound to the management, the economic benefits and the strengthening of local rights related to natural resources, the program seeks to correct weak points inherent in previous sector-based approaches to agricultural development and NRM. It also seeks to achieve sustainable impacts in reducing poverty and in economic development, based on improved NRM and improved local governance².

The “NRP approach” targets to support simultaneously activities that:

- Lead to increasing productivity of the resources base and to biodiversity conservation (the improved management of *Nature*)

¹ This local name was adopted during the first year of the program. It literally signifies in Mandinka “*the benefits of nature*” and refers to the interest and advantages to be gained from natural resources and the rural landscape.

² See the entire report on *Nature Wealth and Power: Emerging Best Practices for revitalizing rural Africa*, September, 2002. USAID/AFR/SD in collaboration with IRG, WRI, Winrock International, CIFOR.

- Bring significant economic growth, beneficial to local communities and to national accounts (increased **Wealth** as an incentive to sound resource management)
- Contribute to ensure that rural communities are no longer subjects but citizens thus leading to a more democratic, more decentralized and more vibrant society (strengthening of **Power** and of good governance so as to ensure transparent decision-making and fair and equitable distribution of benefits).

The program's overall objective is to contribute to poverty reduction and to sustainable local development, by increasing the income of rural producers and of local communities through the empowerment of local authorities and the promotion of integrated, decentralized, participatory resource management.³

The program is composed of two large components concerned with:

- The development of small and medium-sized enterprises based on increasing and suitable production of non-traditional agricultural and natural resources, and on the creation of economic benefits for rural communities (**Economic Benefits Component**)
- The empowerment of local producer groups and rural communities, the clarification of their rights and responsibilities, and the strengthening of their role in decentralized natural resource management (**Rights and Responsibilities Component**)

Thus the program uses a private sector/enterprise development approach as well as increased support for improved local governance and the implementation of decentralization policies. This approach is developed in tandem with support targeting to intensify and diversify rural production systems and improve NRM by placing a special emphasis on community-based management of forest and wildlife resources. The program applies a market-based approach and provides support for the development of business partnerships in order to increase the number and scale of operations of small and medium sized enterprises based on AG/NRM products. Results are monitored to determine increases in household incomes and the distribution of economic benefits at the local level.

Such economic incentives are reinforced by support for improved local governance and the effective transfer of rights and responsibilities to rural communities and to local producer groups thus permitting local communities to gain greater control over land use and NR that are the bedrock of their rural production systems. The program is also providing information, training and support for other capacity-building activities. The objective being to facilitate a progressive move away from the easy access and relatively uncontrolled and non-sustainable utilization of natural resources in rural areas, to a situation where the resources are locally controlled, with planned and sustainable use by means of a variety of planning tools, legal agreements and other procedures to ensure local rights and promote the adoption of improved NRM practices. An example of a success story is presented in Annex 1.

Furthermore, the program takes full account of the need to address policy reforms and to support effective policy implementation. The AG/NRM program is organized to stimulate sustainable economic development at both the local and regional levels, based on economic interest of rural producers, local empowerment, improved organization and increased capacity of rural enterprises, reduction of legal and regulatory barriers and the establishment of other positive enabling conditions. Such "enabling conditions" are being put in place in order to promote a series of inter-related objectives in the areas of decentralized NRM, diversification and sustainable intensification of rural production, enterprise development and increased marketing of a wide variety of AG/NR products coming from targeted regions. These aspects are addressed through the **Policy Component**.

³ This overall objective was formulated by the National Coordinator for the AG/NRM program and presented during the launching workshop in May 2003.

The program is taking full advantage of lessons learned from over a decade of assistance to the AG/NRM sectors. WN represents a new and innovative approach to development assistance that is not project-oriented or sector-based. The program is devoting a substantial effort to monitoring and analysis of program impacts, results and “success stories” through the ***Monitoring and Evaluation, Reporting and Analysis (MERA) Component***.

The program team works with a multitude of partners from both the public and private sectors, aiming to promote synergy and close collaboration. WN has recruited 30 ***community-based facilitators*** that promote enterprise development and capacity building as well as empowerment of local communities. Equally, WN is developing a number of lateral activities in **Training** and **Communication**, even though they are not included as a distinct component, given the priority being accorded to community mobilization, capacity building, knowledge transfer and behavior change.

The program also established and began a ***Small Grants Program*** in January 2004. Progress with respect to this activity, together with other program support activities related to ***Coordination and Management*** are discussed in the concluding sections of the Annual Report.

2.2. PROGRAM INTERVENTION ZONES

This year the program has extended its activities to the Region of Ziguinchor and especially to the department of Bignona. With this addition, the number of rural communities now assisted is increased to 26 (see the map indicating both the location of facilitators, the communities where local conventions are in place and the forests where the program is active). The move to Bignona coincided with the recruitment of 4 facilitateurs, now totaling 30 (see the table of facilitator zones in Annex 2).

3. ECONOMIC BENEFITS COMPONENT

3.1. RESULTS TARGETED AND ACTIVITIES PLANNED

3.1.1. GENERAL CONSIDERATIONS

The EB component has for as its primary ambition to help generate increasing revenues for small enterprises and rural producer groups by expanding production and better marketing of NTA and NR products. The success of the component is to be measured by the increase in numbers and profitability of new and existing enterprises based on sustainable NTA production and improved NRM. During the life of the WN program, the EB team is working towards reducing constraints and enhancing profits from opportunities concerned with increasing production of market chains based on selected NTA and NR products (including annual crops, wood, charcoal and various non-woody forest products) in Eastern Senegal and the Casamance.

The objective of the component is ensure that producers and members of targeted enterprise groups are well organized, benefit from training, stimulated by demand and increased capacity, and become able to assume a significant role in the management of agricultural and natural resources that they use and on which they depend for their existence and livelihood. During the execution of activities, the program seeks to identify and provide assistance to the most dynamic and entrepreneurial of the rural producer groups and private sector operatives engaged in market chains based on selected NTA/NR products in targeted zones. This seeks to allow them to develop into sustainable and well-managed community enterprises.

3.1.2. RESULTS TARGETED

- i. Increased number of new or existing NR-based enterprises that show increased, measurable revenues in areas targeted by the AG/NRM Program, AND Increased number of new or existing NTA enterprises that show increased, measurable revenues in areas targeted by the AG/NRM Program
- ii. Number of new or existing NTA or NR-based enterprises in areas targeted by the AG/NRM program that show increased, measurable revenues AND have applied training to develop business plans and marketing strategies, adopted improved production, harvesting and/or value-added processing techniques, and negotiated joint ventures with external partners;
- iii. Number of NR or NTA enterprises that have received capacity building activities
- iv. Cumulative number of enterprise groups assisted by the facilitators
- v. Number of market surveys and studies to identify potentially marketable AG/NRM products
- vi. Number of grading schemes and value-added processes developed to increase revenue and income to producers per unit of production
- vii. Increase in level of revenues of assisted enterprise groups
- viii. Increase in volume / number of products marketed by enterprise group assisted
- ix. Number of market chains strengthened
- x. Number of target community-based groups that successfully negotiate joint ventures with external actors

3.1.3. ACTIVITIES PLANNED FOR 2004/2005

Increase revenues for natural resources based enterprises

- Continue to assist those producer groups / market chain networks already being targeted (gum, *bouye* (baobab fruit), *madd* and bamboo) to improve their business management, quality control and sustainable production;
- Begin to target new market chains, to organize producers of palm oil, ecotourism and beekeeping (as necessary);
- Discuss with management structures on the harvesting and marketing of products coming from managed forests (hay, craft wood and charcoal).

Increase revenues for NTA-based enterprises

- Continue to work with the market chains for bissap and *moringa* by stimulating production, signing contracts and promoting sound harvesting techniques;
- Begin targeting new agricultural market chains such as cashew nuts and bananas by seeking out private partners and service providers.

Increase revenues of dynamic (type b) enterprises

- Promote the development and capacity building of new or emerging enterprises by training in management and in the development of marketing strategies, in processing and in the signing of contracts;
- Strengthen the capacities of networks of producers in quality control, in establishing transformation units, and in grading of harvested products;
- Identify service providers (dynamic enterprises in Dakar or other large towns) for producer groups in Kolda and Tambacounda;
- Strengthen capacities in marketing by emerging national enterprises: training in website development and visits to fairs;
- Look in markets for appropriate packaging and labeling.

Capacity building

- Storage techniques, grading and processing of *mbépp* gum and of *bissap*, techniques to produce organic fonio bio, cattle blocks using *moringa*, production of virgin-grade palm oil, improved charcoal production (Casamance oven) and techniques for controlling the quality of honey;
- Techniques for regenerating and sustainable harvesting of palm oil, *madd*, and charcoal in cooperation with the R&R component;
- Establishment of demonstration plantations of *moringa*, baobab, *mbépp*, *madd*, oil palm and bamboo;
- Functional literacy;
- Marketing and management techniques;
- Initiation in micro-finance / credit management especially at the network level.

Market study

- Discussion forums on: 1) oil palm, 2) honey, 3) cashew nuts, 4) *moringa*, 5) charcoal/forest products, 6) *madd*.
- Market studies: 1) baobab fruit powder, 2) *fonio*, 3) virgin-grade oil palm.

Contract signature

- New contracts signed with BFC, Setexpharm and fonio processors.
- First contracts signed with palm oil, honey, cashew and moringa based enterprises

Table I. Summary of the results of the Economic Benefits Component for fiscal year 2004/2005

Result 1:	Increased number of new or existing NR & NTA-based enterprises that show increased, measurable revenues in areas targeted by the AG/NRM Program (2 results)	
Target for year 3:	800	
Main activities	Progress made	# Targets achieved
Facilitate the development of contracts between producers, processors & retailers	<ul style="list-style-type: none"> • 34 contracts signed between Setexpharm & GPLs • 27 contracts signed between BFC & GPBs • 1 contract signed between a group of producers in Kolda & CO-AID for 1 T of high quality baobab fruit • 1 contract signed between a group of fonio producers in Kédougou & <i>GIE AFBARD</i> • 1 contract signed between the fonio network in Kédougou & <i>GIE Forestier</i> 	677
Development of producer networks to increase bargaining powers	<ul style="list-style-type: none"> • 176 gum producer groups, baobab fruit, oil palm, jujube, honey, cashew nuts & nété have been established in Kolda • 12 fonio & bamboo networks have been established in Kédougou 	
Training in value-added & processing technologies	<ul style="list-style-type: none"> • 37 enterprises in Kolda received training in beeswax processing • 20 enterprises in Tambacounda, Kédougou & Kolda received training in producing jujube cakes • 46 enterprises in Kolda, Tambacounda & Kédougou received training in the transformation of baobab fruit to powder • 23 enterprises in Kolda, Kédougou & Koussanar received training in the production of pre-cooked fonio 	
Training in literacy/ numeracy & business development skills	<ul style="list-style-type: none"> • 132 enterprises in Tambacounda & Kédougou received training in accounting & business management • 62 enterprises in Tambacounda & Kédougou received assistance in developing group dynamics • 26 enterprises in Kolda received assistance in developing group dynamics 	
Facilitation of communication among market chain actors & stimulation in improving BDS	<ul style="list-style-type: none"> • 3 discussion forums held covering the sub-sectors of cashew nut, palm oil & madd • Market evaluation & planning meeting facilitated between gum producers & Setexpharm • Market evaluation & planning meeting facilitated between baobab fruit producers & BFC 	
Seek out new markets & promote new products	<ul style="list-style-type: none"> • Market study for baobab fruit powder • Market study for fonio • Participative workshop for madd (<i>Saba senegalensis</i>) • Participative workshop for cashew nuts • Participative workshop for oil palm • Analysis of the wood market chain 	

Increased quality control and product quality	<ul style="list-style-type: none"> • Training in beeswax production • Production of organic fonio facilitated • Training in the drying of gum and in storage techniques • Grading of baobab fruit 		
Promotion of improved & sustainable production techniques	<ul style="list-style-type: none"> • 99 GPL trained in improved techniques for harvesting mbepp gum • 3 GPMadd trained in improved techniques for harvesting madd • 23 GPFonio trained in fonio production techniques • 20 GPMoringa trained in moringa production techniques 		
Grants for appropriate technologies	<ul style="list-style-type: none"> • Wula Nafaa made grants for the purchase of 6 fonio machines 		
Total:		677	
Result 2:	Number of new or existing NTA & NR-based enterprises in areas targeted by the AG/NRM program that show increased, measurable revenues AND have applied training to develop business plans and marketing strategies, adopted improved production, harvesting and/or value-added processing techniques, and negotiated joint ventures with external partners		
Target for year 3:	75 enterprises (dynamic enterprises)		
Main activities	Progress made	# Targets achieved	
Inventory of type b enterprises	<ul style="list-style-type: none"> • Identification of 10 type b enterprises in Dakar through partners • Restart activities with type b enterprise, based in main towns in the region 	40	
Identification of partners in Dakar	<ul style="list-style-type: none"> • Partnership agreement signed between WN & ITA, a partner based in Dakar • Informal partnership with PAOA 		
Facilitate product sourcing	<ul style="list-style-type: none"> • Facilitate product sourcing for 10 leading enterprises: CO-AID, Gaia Entreprise, BFC, SXP, AFBARD, Maria Distribution, Le Forestier, JHEP-J, Meneef, Maison Consommer Sénégalais 		
Market research & promotion of new products	<ul style="list-style-type: none"> • Market study for baobab fruit powder • Market study for fonio • Participative workshop for madd (<i>Saba senegalensis</i>) • Participative workshop for cashew nuts • Participative workshop for oil palm • Wood sub-sector study undertaken 		
Facilitate communication between sub-sector actors & stimulate business skills acquisition	<ul style="list-style-type: none"> • 3 discussion forums held covering the sub-sectors of cashew nut, palm oil & madd • Market evaluation & planning meeting facilitated between gum producers & Setexpharm • Market evaluation & planning meeting facilitated between baobab fruit producers & BFC 		
Training in marketing & quality control	<ul style="list-style-type: none"> • 8 type b enterprises based in Dakar received training in HACCP (improved hygienic production) 		
Marketing	<ul style="list-style-type: none"> • Facilitate assistance to certain fonio enterprises at the FIARA 		
Stimulate innovative ideas	<ul style="list-style-type: none"> • Stimulate research & development of a drying enclosure with Setexpharm 		
Total:			40

Result 3:	Number of NR or NTA enterprises that have received capacity building activities	
Target for year 3:	400	
Main activities	Progress made	# Targets achieved
Development of producer networks to increase bargaining powers	<ul style="list-style-type: none"> 70 producer groups for mbepp gum, baobab, oil palm, jujube, honey, cashew nut & nété established in Kolda 5 enterprises have received training in methods of organization 	692
Training in value-added/processing techniques	<ul style="list-style-type: none"> 37 enterprises in Kolda received training in beeswax processing 20 enterprises in Tambacounda, Kédougou & Kolda received training in producing jujube cakes 46 enterprises in Kolda, Tambacounda & Kédougou received training in the transformation of baobab fruit to powder 23 enterprises in Kolda, Kédougou & Koussanar received training in the production of pre-cooked fonio 8 type b enterprises based in Dakar received training in HACCP (improved hygienic production) 	
Training in literacy / numeracy & business skills development	<ul style="list-style-type: none"> 132 enterprises in Tamba & Kédougou received training in accounting & business management 62 enterprises in Tamba & Kédougou received assistance in the development of group dynamics 26 enterprises in Kolda received assistance in the development of group dynamics 	
Promotion of improved/sustainable production techniques	<ul style="list-style-type: none"> 99 GLP trained in improved techniques for harvesting mbepp gum 3 GPMadd trained in improved techniques for harvesting madd 23 GPFonio trained in fonio production techniques 20 GPMoringa trained in moringa production techniques 	
Total :		

Result 4:	Cumulative number of enterprise groups assisted by the facilitators	
Target for year 3:	1800	
Main activities	Progress made	# Targets achieved
Enterprises that have: i) Received training from WN ii) Had contracts facilitated by WN iii) Increased revenues with the assistance of WN	<i>See the progress provided above</i>	1058 enterprises assisted by the program this year
Total:		1058
Cumulative total (since the start of the program):		2077

Result 5:	Number of market surveys and studies to identify potentially marketable AG/NRM products	
Target for year 3:	4	
Main activities	Progress made	# Targets achieved
Comparative financial analyses and market surveys for NR/NTA products	<ul style="list-style-type: none"> • Market study for baobab fruit powder • Market study for fonio • Participative workshop for madd (<i>Saba senegalensis</i>) • Participative workshop for cashew nuts • Participative workshop for oil palm • Wood sub-sector study undertaken 	6
Total:	6	

Result 6:	Number of grading schemes and value-added processes developed to increase revenue and income to producers per unit of production	
Target for year 3:	6	
Main activities	Progress made	# Targets achieved
Training in value-added / processing technologies	<ul style="list-style-type: none"> • Grading of baobab fruit • Beeswax production • Drying and storage of mbepp gum • Production of organic fonio 	4
Total:	4	

Result 7:	Increase in level of revenues by assisted enterprise groups	
Target for year 3:	30%	
Main activities	Progress made	# Targets achieved
See above	<ul style="list-style-type: none"> • Cashew nuts 52% • Oil palm 32% • Mbepp gum 200% • Baobab 187% • Fonio 251% • Jujube 513 % • Madd 141% • Honey/wax 58% • Type b enterprises 257% • Type a enterprises 130% 	+ 185%
Total:	+ 185%	

Result 8:	Increase in volume / number of products marketed by assisted enterprise groups	
Target for year 3:	30%	
Main activities	Progress made	# Targets achieved
See above		132.5 %
Total:		132.5 %

Result 9:	Number of market chains strengthened	
Target for year 3:	4	
Main activities	Progress made	# Targets achieved
Initial study completed Market study completed Product network known & contacts between actors established Training provided Producer revenues increased by at least 25%	<ul style="list-style-type: none"> • Initial studies completed: palm oil, cashew nut, charcoal, nété • Market study completed: madd, palm oil, charcoal & cashew nut • Networks known: honey, wax, palm oil, cashew nut • Enterprise training provided: palm oil, cashew nut • Producer revenues increased: mbepp gum, palm oil, cashew nut • Market chains strengthened: mbepp gum, madd, palm oil, cashew nut 	4
Total:		4

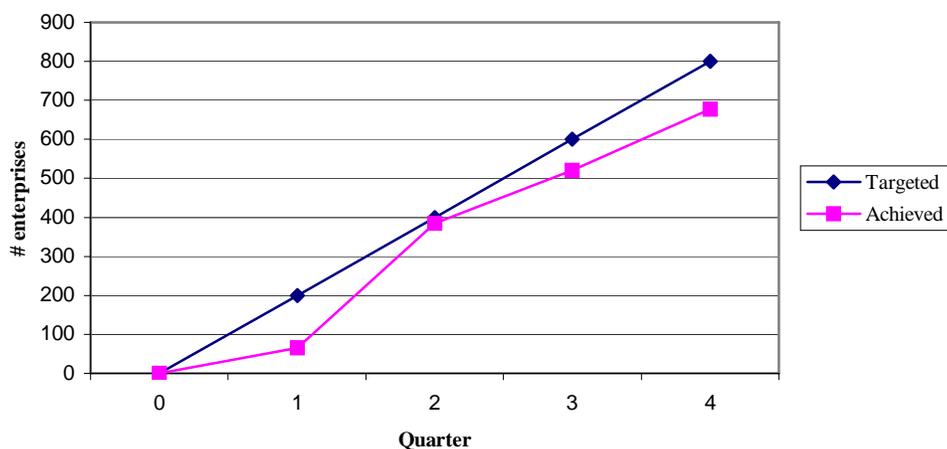
Result 10:	Number of target community-based groups that successfully negotiate joint ventures with external actors	
Target for year 3:	50	
Main activities	Progress made	# Targets achieved
Contracts signed between leading enterprises & producer groups	<ul style="list-style-type: none"> • 34 contracts signed between Setexpharm & GLPs • 27 contracts signed between BFC & GBPs • 1 contract signed between a group of producers in Kolda & CO-AID for 1 T of high quality baobab fruit • 1 contract signed between a group of fonio producers in Kédougou & GIE AFBARD • 1 contract signed between the fonio network in Kédougou & GIE Forestier 	64
Total:		64

3.2. PROGRESS ACHIEVED

3.2.1. INCREASED AG/NRM REVENUES: TYPE A

At present, 677 of the 800 enterprises (type a) targeted have increased their revenues – the program is slightly below the objectives for this year (Figure 1).

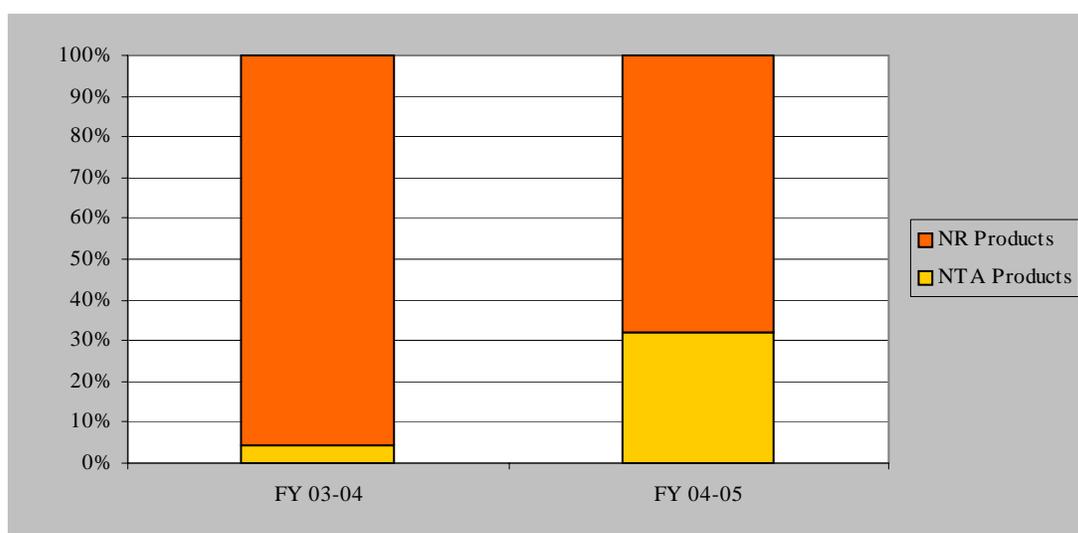
Figure 1. Number of enterprises (type a) that show increased revenues in sectors targeted by the Program



Split between NR and NTA products:

NTA products (fonio, cashew nut, palm oil, and honey/wax) have seen their numbers increase this year. Actually of 677 enterprises (type a) 216 represent NTA, equal to 32% (figure 2). At the same time their revenues also contribute approximately 32% of total revenues.

Figure 2. Split between NTA and NR enterprises



Mbepp gum (*laalo mbepp*)

164 mbepp gum producer-enterprises (type a) have increased their revenues this year from 5,691,125 FCFA to 17,083,690 FCFA equal to an increase of 200%. This increase was made possible by:

- i. Stimulation of marketing cooperatives and by increased negotiation skills in Bala and Koussanar;
- ii. Formalized relations between mbepp gum producers in the zones of Koussanar and Bala and an international enterprise, Setexpharm, that resulted in an increased price being obtained by the producers of approximately 40%.

Baobab

208 baobab producer-enterprises (type a) have increased their revenues this year from 4,512,180 FCFA to 12,763,435 FCFA equal to an increase of 187%. This increase was made possible by:

- i. Stimulation of marketing cooperatives and by increased negotiation skills in Kédougou and Kolda, with an increase in price of 10% to 25% according to the region;
- ii. The continuation of relations between baobab producers in the zone of Bala and Baobab Fruit Company that resulted in the producers obtaining a price increase in the region of 80% in comparison to baobab fruit sold into the local market;
- iii. Formalization of relations between baobab fruit producers in the zone of Tanaff and a quality enterprise, CO-AID that resulted in an increased price being obtained by the producers of approximately 10%;
- iv. The processing of baobab fruit into powder in Bandafassy, Koussanar, Bala and Bonconto that resulted in a price increase of approximately 35% in comparison to baobab fruit sold in the local market;
- v. Producers of graded baobab fruit have started to sell this product at a price 75% higher than for the ungraded product.

Madd

53 Madd producer-enterprises in Saraya, Bandafassy and Bonconto increased their revenues from 11,667,640 FCFA to 16,467,160 FCFA, equal to an increase of 141%. This increase was made possible by:

- i. Stimulation of the development of marketing cooperatives and by increased negotiation skills in Bonconto that contributed to an increase price of approximately 80%;
- ii. Continued strengthening of marketing cooperatives and by increased negotiation skills in Bandafassy and Saraya.

Fonio

165 fonio producer-enterprises (type a) in Kédougou and Koussanar increased their revenues from 2,122,725 FCFA to 5,337,635 FCFA, equal to an increase of 251%. The increase was made possible by:

- i. Increased levels of “instant” fonio production to satisfy new requirements plus a strongly increased value, which resulted in producers obtaining a price increase of approximately 35% above the price of unprocessed fonio sold in the local market;
- ii. The production of 13 T of organic fonio in Koussanar for the market of Gaia Entreprise that resulted in producers obtaining a price increase of approximately 25%;
- iii. Increase marketing of a product that is otherwise little sold and the negotiation of contracts between producers and processors.

ORGANIC FONIO

Created in November 1992, Gaia enterprise has developed a range of organic products: breads and cakes composed of cereals grains, biscuits, bakery and catering products. The enterprise has 10 salaried staff, sends its products to approximately 700 sales points specialized in the organic sector covering the whole of France as well as several European countries: Belgium, Switzerland, Italy, Spain, Greece.

Gaia enterprise is in partnership with Orange Bleue, an association that undertakes local development activities and North-South exchanges using a cooperative approach. The collaboration has led to the setting up of an organic fonio development program in Senegal, Mali and Niger.

In Senegal the *Fédération Yakaar Niani Wulli* was originally trained in organic production techniques by ENDA Pronat. In 2004, Wula Nafaa gave a small grant to help finance the start up of activities of Orange Bleue for a provisional fonio production of 20 T. For the initial growing season of 2004/2005, the sub-sector was able to achieve total revenue of 2,400,300 FCFA for its 116 male and female organic producers belonging to the farmer federation "Yakaar Niani Wulli". The effect has been to bring about a restructuring and increased autonomy of the farmer federation from its partners, which now targets a self-help approach to the sub-sector and to the problems related to the locality.

Pour la commercialisation, l'objectif des initiateurs du programme est de sortir ce produit remarquable de la confidentialité pour le diffuser d'abord dans des magasins ou supermarchés bio, puis dans le secteur de l'alimentation générale. Ce rêve a été réalisé par l'arrivée du premier container de fonio bio à Marseille en Septembre 2005.

Honey/Wax

32 honey/wax producer-enterprises (type a) in Salémata, Tanaff and Sédhiou increased their revenues from 1,141,750 FCFA to 1,801,800 FCFA, equal to an increase of 58%. The increase was made possible by:

- i. Continuation and strengthening of marketing cooperatives and by increased negotiation skills in Salémata, Tanaff and Sédhiou;
- ii. An increase of almost 438% in the volume sold.

Palm Oil

16 palm oil enterprises in Tanaff and Sédhiou increased their revenues from 6,404,995 FCFA to 8,678,505 FCFA equal to an increase of 35%. The increase was made possible by:

- i. Facilitation of the development of marketing cooperatives and by increased negotiation skills in Sédhiou that contributed to an increase price of approximately 10%;
- ii. Increase in volume sold.

Cashew nuts

3 cashew nut producer-enterprises in Sédhiou increased their revenues from 6,841,550 FCFA to 10,381,225 FCFA equal to an increase of 52%. The increase was made possible by:

- i. Facilitation of the development of marketing cooperatives and by increased negotiation skills in Sédhiou;
- ii. Increases in volume sold.

Nété (*Parkia biglobosa*)

4 new nété producer-enterprises in Tanaff and Sédhiou increased their revenues from 0 to 523,350 FCFA. This was made possible thanks to the increased marketing of a product that is normally little sold.

Jujube

29 producers of jujube in Koussanar, Bandafassy and Tanaff increased their revenues from 120,400 FCFA to 737,775 FCFA equal to an increase of 513%. This increase was made possible by:

- i. Improved grading of jujube berries in Koussanar that brought about a price increase of 100%;
- ii. The production of jujube cakes in Koussanar, Bala and Bandafassy that brought about a 30% increase in the price obtained;
- iii. The start-up of new jujube producer-enterprises in the zones of Bandafassy and Tanaff.

ECONOMIC BENEFITS FROM FOREST PRODUCTS

Kadiatou Ndao is the president of a group called "Kamben Gadafaro" that is involved with the processing of jujube. Previously she would go to Koussanar to collect the laundry of civil servants and teachers but since she was trained by WN in the production of jujube cakes, she has given up laundry for the jujube business. She has found that a basin of fresh jujubes berries purchased for 2,000 FCFA can provide her with an income of 5,000 FCFA, in record time, in Koussanar. She says that her cakes are appreciated as wide a field as Dakar.

At the start of this new activity, she only invested 7,500 FCFA, which after processing and the sale of cakes gave her 30,000 FCFA. With this she purchased groundnut seeds that she then sold for 60,000 FCFA.

As far as the Kamben Gadafaro group is concerned, their revenues grew from 84,000 FCFA last year to 226,725 FCFA this year, an increase of 170%.

Kadiatou Ndao has become much more financially sound, being able to contribute to the daily expenditure of providing an improved diet for her children while her lifestyle has changed. Her rough hands from her previous laundry chores have now become much softer.

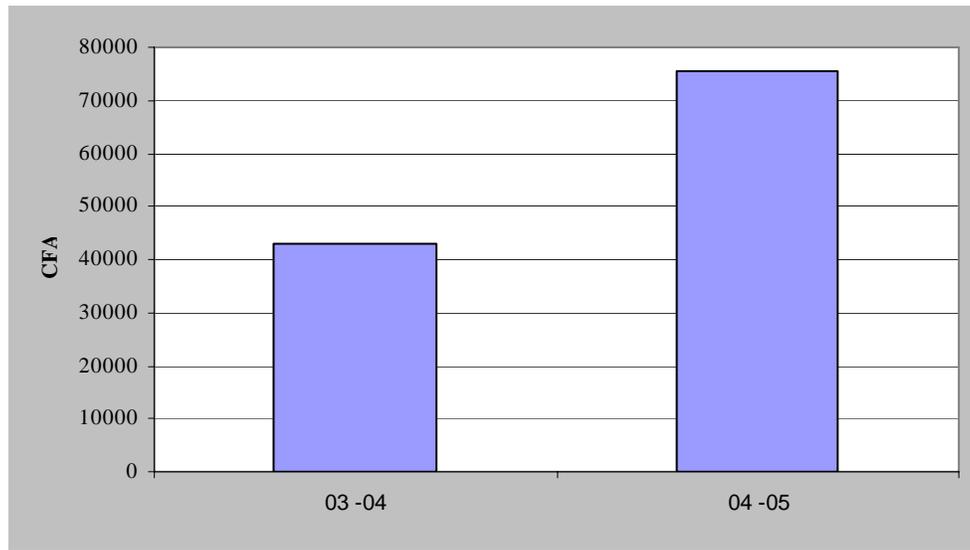
Mesmerized by jujube, she has now planted several trees in her garden. Equally she has asked the President of the Rural Community to allocate land where her group can site a processing unit.

The president of the environmental committee of the CR of Koussanar considers that adults appreciate jujube cakes more than children.

Total

This year the revenues of all type a enterprises total 50,453,305 FCFA (an average of 75,425 FCFA per enterprise – figure 3) that compares with 38,856,845 FCFA last year – a global increase in revenue of 130%.

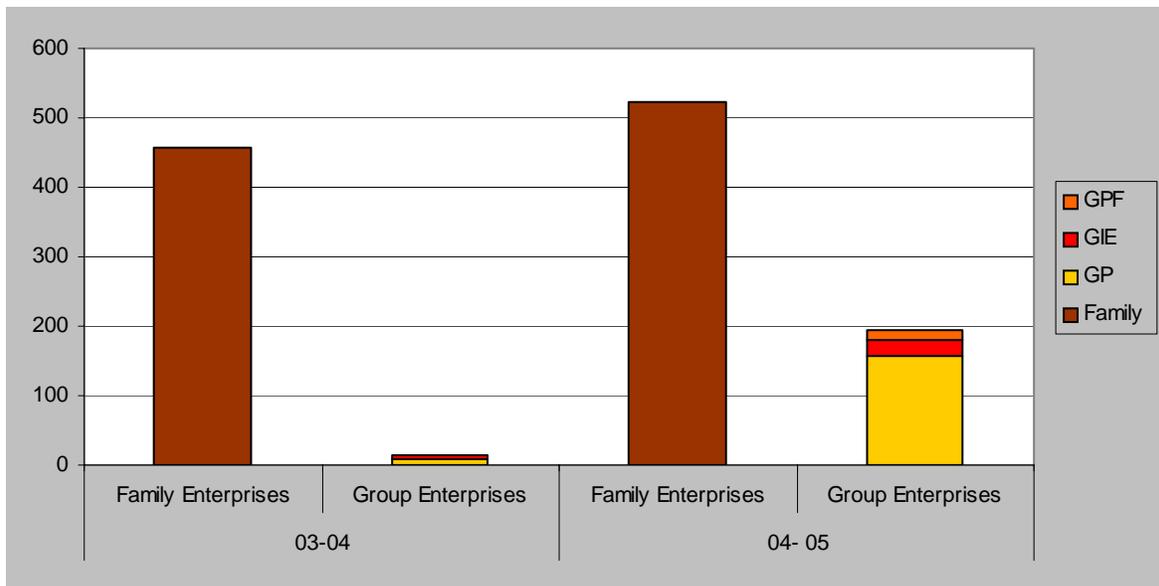
Figure 3: Average revenue, type a enterprises



The annual target for 2004/2005 is 800 enterprises. This year a figure of 677 has been achieved. The target was not reached for the following reasons:

- The evolution of certain type a enterprises towards type b enterprises;
- The wish of household enterprises to join together in order to better reply to market requirements (volume, quantity and delivery requirements).

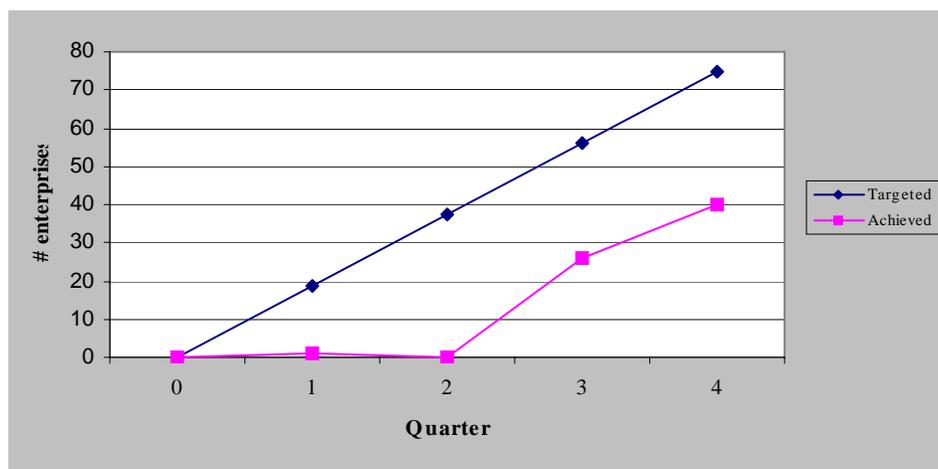
Figure 4: Evolution of enterprise types



3.2.2. INCREASE IN AG/NRM REVENUES: TYPE B

Currently, 40 out of the 75 dynamic enterprises (type b) targeted have seen their revenues increase.

Figure 5: Number of enterprises (type b) that have witnessed increased revenues in the sectors targeted by the Program



Mbepp gum

14 gum mbepp producer-enterprises (type b) increased their revenues from 11,259,250 FCFA to 59,754,800 FCFA equal to an increase this year of 430%. The increase was made possible by:

- i. Stimulation of marketing cooperatives and by increased negotiation skills in Bala and Koussanar;
- ii. Formalized relations between mbepp gum producers in the zones of Koussanar and Bala and an international enterprise, Setexpharm that resulted in an increased price being obtained by the producers of approximately 40%.

Baobab

17 baobab producer-enterprises (type b) increased their incomes this year from 9,939,214 FCFA to 27,115,902 FCFA equal to an increase of 173%. The increase was made possible by:

- i. The continuation of relations between baobab producers in the zone of Bala and Baobab Fruit Company that resulted in the producers obtaining a price increase in the region of 80% in comparison to baobab fruit sold in the local market;
- ii. The processing of baobab fruit into powder in Bala and Salémata that resulted in a price increase of approximately 35% in comparison to baobab fruit sold in the local market;
- iii. An increase of 1,861% in the quantity of baobab fruit processed;
- iv. The market for baobab fruit powder, used in production of syrups and juices, has increased for type b enterprises in Dakar;
- v. The quality of the baobab fruit purchased by type b enterprises in the zone de production has allowed those based in Dakar to increase their share of the local and international markets.

Fonio

5 ½⁴ fonio producer-enterprises (type b) in Kédougou, Koussanar and Kaolack increased their revenues from 2,122,725 FCFA to 5,337,635 FCFA representing an increase of 251%. This increase was due to:

- i. Increased levels of “instant” fonio production to satisfy new requirements plus a strongly increased value, which resulted in producers obtaining a price increase of approximately 35% above the price of unprocessed fonio sold in the local market;
- ii. The production of 13 T of organic fonio in Koussanar for the market of Gaia Entreprise;
- iii. The development of new bakery products for fonio by JFEP-K.

Wax

One wax producer-enterprise (type b) in Tanaff increased its revenues from 100,000 FCFA to 358,850 FCFA representing an increase of 259%. This increase was due to:

- i. Improvement in wax processing techniques;
- ii. The purchase by Setexpharm of 650 kg.

BEESWAX

The EIG “Bayon Kiné”, trained by WN in the techniques to produce improved wax, sold 650 kg to Setexpharm for a total of 358,850 FCFA in comparison to only 100,000 FCFA received in the previous year.

The uncertainty attached to itinerant buyers gave rise to a lack of interest of in local producers. However, the offer of signed contracts between honey producer-groups and Setexpharm merits the assistance of Wula Nafaa to producers in the departments of Sédhiou and Salémata to encourage them to increase the quantities produced for export by Setexpharm and other potential purchasers.

Enterprises with several products (baobab fruit, mb pepp gum, madd and Jujube)

2 ½⁵ enterprises producing several different products in Dakar and Koussanar increased their revenues from 1,684,685 FCFA to 4,639,055 FCFA, equal to an increase of 136%.

Total

The annual target for 2004/2005 was 75 enterprises; the achievement for the year was 40. Thus the target was not achieved because the criteria established to determine when an enterprise could be considered “type b” is a time-requiring process. Nonetheless, it should be noted that, in comparison to 2004, a significant increase in the numbers of type b enterprises that have increased their revenues occurred. Total revenue for type b enterprises this year is 103,552,700 FCFA (representing an average of 2,588,818 FCFA per enterprise) while last year total revenue was only 29,041,457, representing a global increase of 257%.

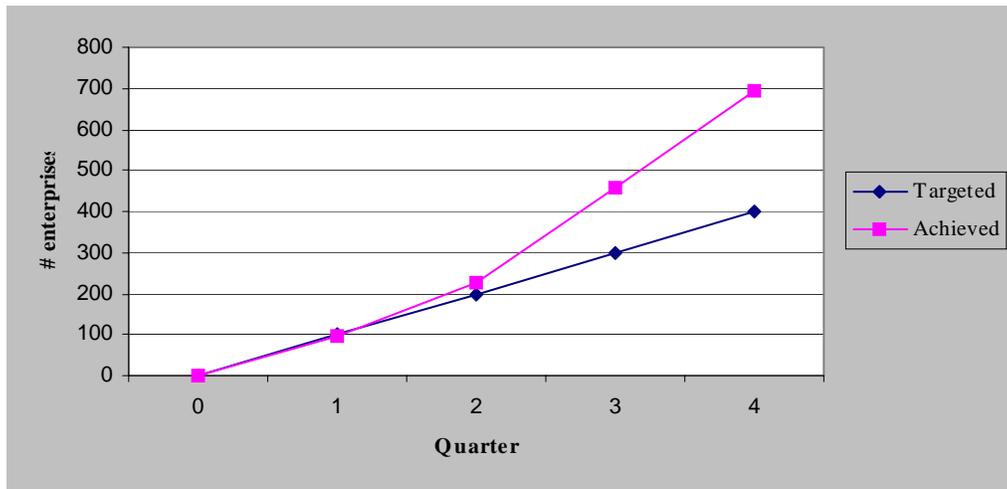
3.2.3. CAPACITY BUILDING

WN facilitated the training of 692 enterprises, considerably more than the target figure of 400 enterprises (figure 6). Among the 692 enterprises there were 7,448 women and 6,928 men.

⁴ The income of one enterprise is divided between two sub-sectors – which explains the “half-enterprise”

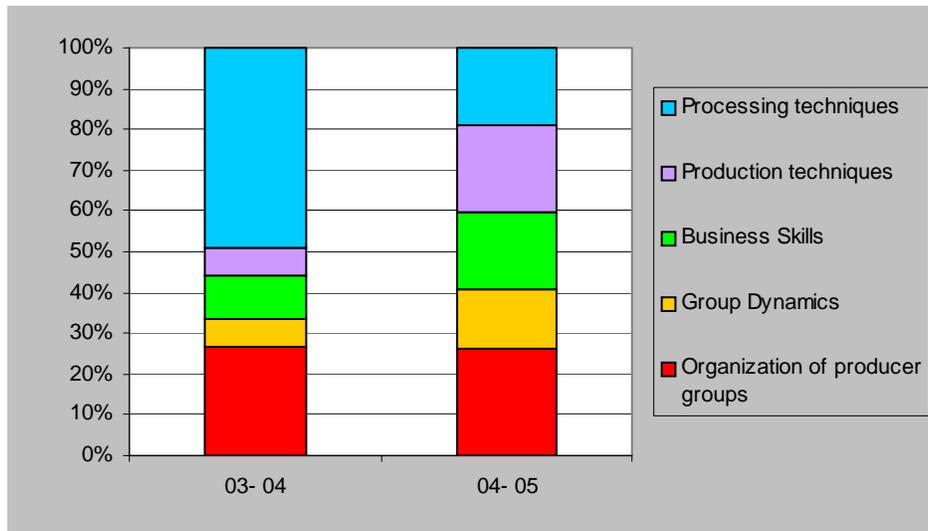
⁵ The income of one enterprise is divided between two sub-sectors – which explains the “half-enterprise”

Figure 6: Number of enterprises trained



In order to help in ensuring the sustainability of actions, we have placed special emphasis on training in business development skills / group dynamics and in “improved production techniques” rather than in enterprise organization.

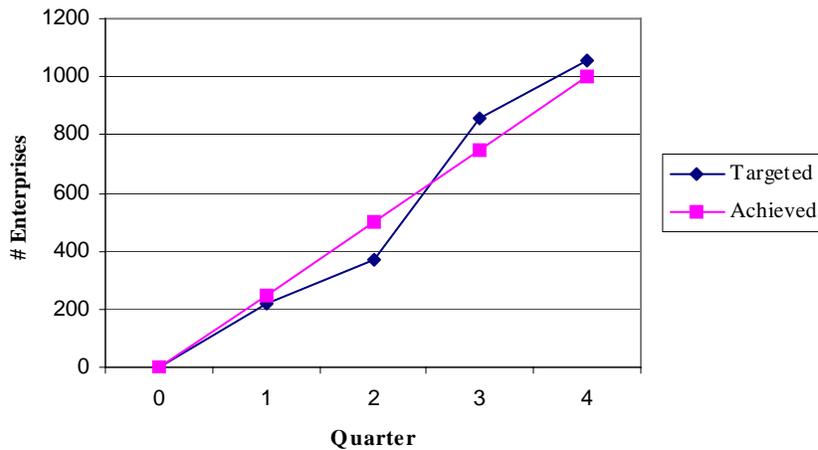
Figure 7: Changes in the types of training



3.2.4. ENTERPRISE GROUPS ASSISTED BY THE PROGRAM

The program assisted 1,058 enterprise groups during the year (figure 8) and thus the anticipated target of 1,000 groups has been slightly exceeded.

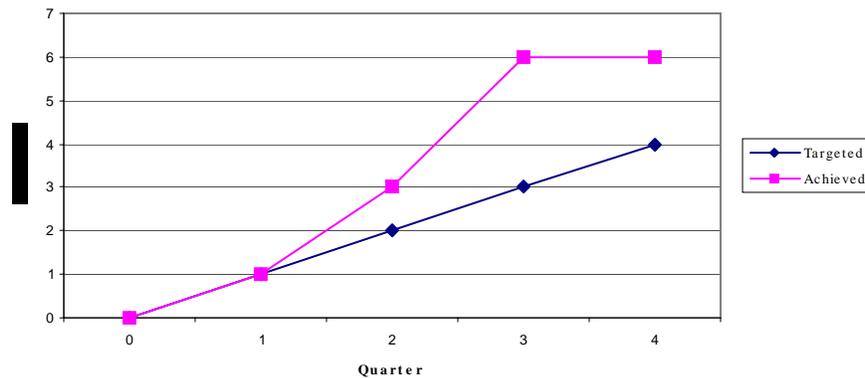
Figure 8: Number of enterprise groups assisted by the program



3.2.5. MARKET STUDIES

Six market studies were undertaken this year (figure 9) and thus the target of four studies was exceeded.

Figure 9: Number of market studies



- i. **Market study of powdered baobab fruit:** In May 2005, Wula Nafaa presented a market study for powdered baobab fruit undertaken by a consultant in order to assist the program to improve its intervention and promotion of this sub-product;
- ii. **Market study of fonio:** In February 2005, WN presented a market study for fonio undertaken by a consultant to assist the program to intervene more efficiently in the sub-sector;
- iii. **Participative workshop for madd (*Saba senegalensis*):** In November 2004, WN organized a participative workshop for the madd sub-sector, to which were invited 80 actors (producers, buyers, processing enterprise groups). The participants developed an action plan for strengthening the madd market chain, notably for vine regeneration and fruit production;
- iv. **Participative workshop for cashew nut:** In May 2005 WN organized a round table for the cashew nut sub-sector to which were invited 32 actors (representing Federations of producer, wholesalers, development program and government services). The participants developed an action plan for strengthening the cashew nut market chain;

- v. **Participative workshop for palm oil:** In April 2005 WN organized a participative workshop for the palm oil sub-sector to which were invited 80 actors (producers, buyers, processing enterprise groups). The participants developed an action plan for strengthening the market chain;
- vi. **Analysis of the wood sub-sector:** In July 2005, WN presented a market study of artisanal wood and charcoal, developed by a consultant that allows the program to intervene more efficiently in this sub-sector and especially for future activities in the community forests of Koulor and Saré Bidji.

POWDERED BAOBAB FRUIT

The juice of baobab fruit (*bouye*) is a traditional drink that is much appreciated by the Senegalese and for which the production takes 30 to 40 minutes, requiring that the fruit be soaked, broken up, pounded and filtered. To avoid this long process, certain Dakar-based enterprises such as "Maria Distribution", "Maison Consommer Sénégalais" and "Vivrière" have begun to provide the market with high quality powdered baobab fruit. Using the powder, production is far simpler: requiring only the addition of water and shaking. In five minutes natural *bouye* juice is obtained.

Typically, Dakar-based enterprises do not process the *bouye* powder themselves but rather sub-contract with rural enterprises. Given the fact that a new market is developing, WN decided to promote the sub-product by putting local, sub-contracting enterprises in contact with Dakar-based, quality enterprises.

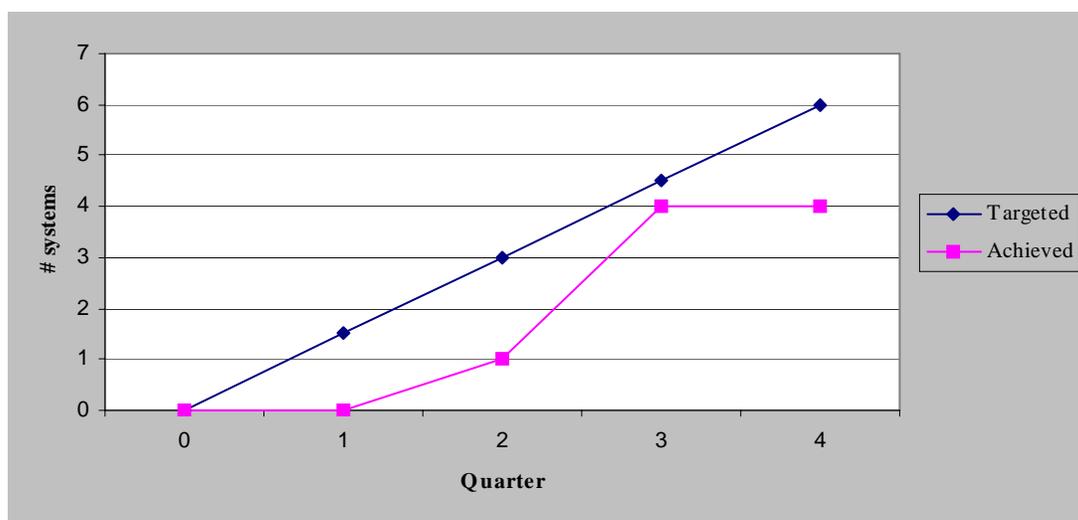
This is why 122 enterprises were trained by WN in *bouye* powder processing techniques and a market study was carried out to better guide our actions. Following these activities, 11 enterprises have increased their revenues from 473,525 FCFA to 3,066,265 FCFA, representing an increase of 461% this year. Among the enterprises, that of the "GIE Baobab" in Bala stands out at the local level with 1.4 T produced for an annual income of 1,438,450 FCFA. While in Dakar, Maria Distribution has sold 1.5 T representing an increase of 66.6% by volume marketed in comparison with 2003/2004. Some real export opportunities are opening up for this enterprise.

Considering the enthusiasm of the Dakar-based enterprises, some real opportunities are heralded for local processing enterprises that are actively preparing for the season 2005-2006.

3.2.6. GRADING SYSTEMS AND VALUE-ADDED PROCESSES

Four of the six value-added processes targeted have been achieved this year by WN (figure 10).

Figure 10: Number of grading systems and value-added processes



- i. **Grading of baobab fruit:** In order to access a high quality product, type b processing enterprises based in Dakar such as Maria Distribution, AFBARD and Le Forestier have insisted on graded baobab fruit in

exchange for a reasonable price. Grading consists of removing all extraneous debris (shell, fibers and stones);

- ii. **Production of organic fonio:** 116 fonio producers from the “*Fédération Yakkar Wuli Nani*” received training in organic production techniques from Orange Bleue with WN facilitating the process. 13 T of fonio were exported to France;
- iii. **Production of beeswax:** 37 enterprises representing 384 individuals were trained in techniques for producing beeswax. Four enterprises sold 676 kg of wax;
- iv. **Drying and storage of mbepp gum:** WN’s facilitators were trained in gum drying techniques and they have now begun to multiply the training with gum producers.

3.2.7. INCREASE IN LEVELS OF REVENUE

717 producer-enterprises (type b and type a) increased their revenues from 67,898,302 FCFA to 192,671,870 FCFA representing an increase on the year of 180% (figure 11) while the target for the year was 30%.

Figure 11: Changes in producer revenues

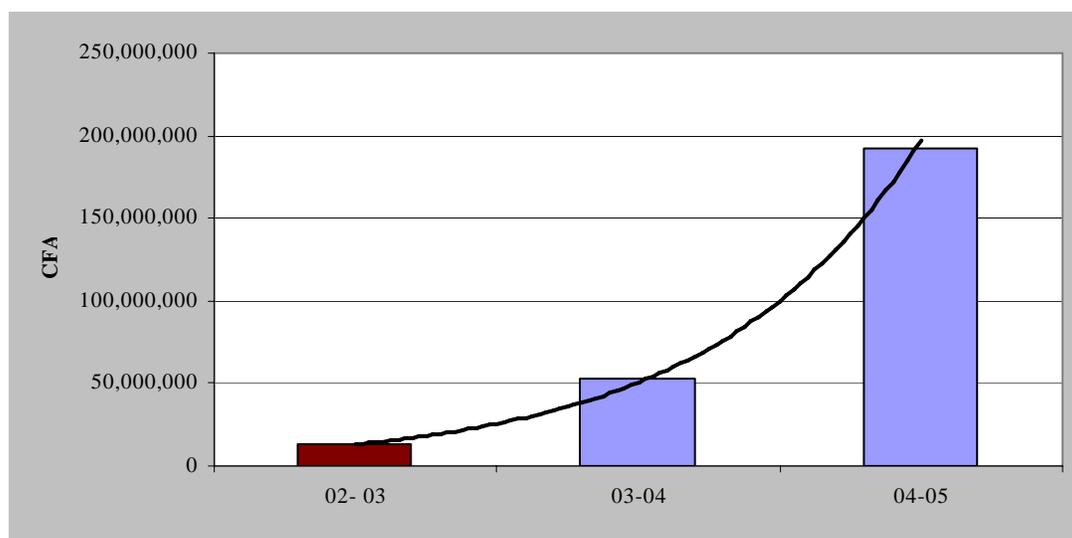
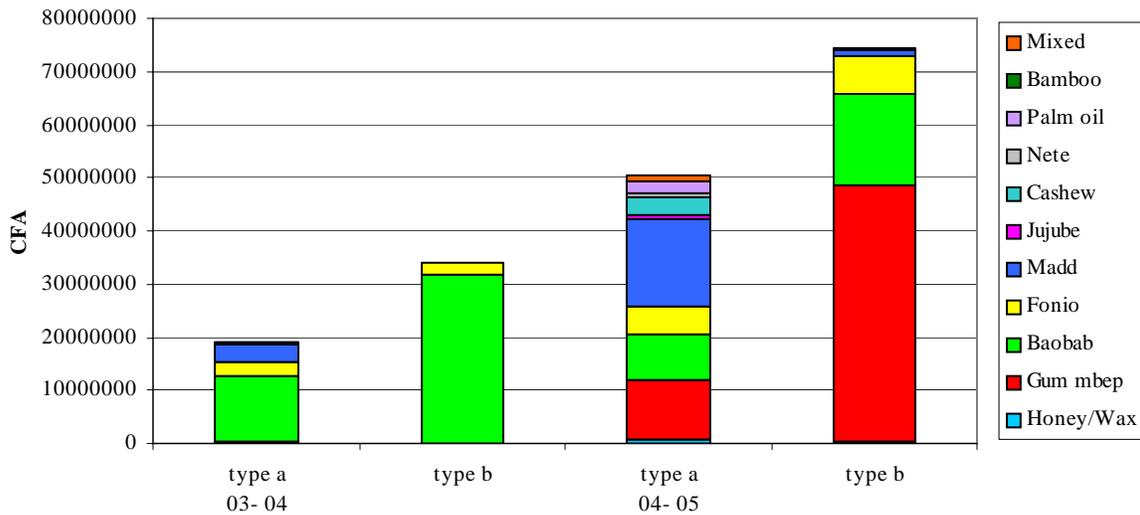


Figure 12 (below) shows the relative importance of each market chain in revenue increases for type a and type b enterprises.

Figure 12: Changes in revenue increases based on market chain and type of enterprise



3.2.8. INCREASE IN VOLUME MARKETED

The total volume of all marketed products passed from 434.6 T to 1,010 T during the year that represents an increase of 132.5% while the target for the year was 30%.

3.2.9. NUMBER OF MARKET CHAINS STRENGTHENED

Four market chains (*mbep* gum, *madd*, palm oil and cashew nuts) were strengthened. The target for the year was reached (figure 13).

Figure 13: Number of market chains strengthened

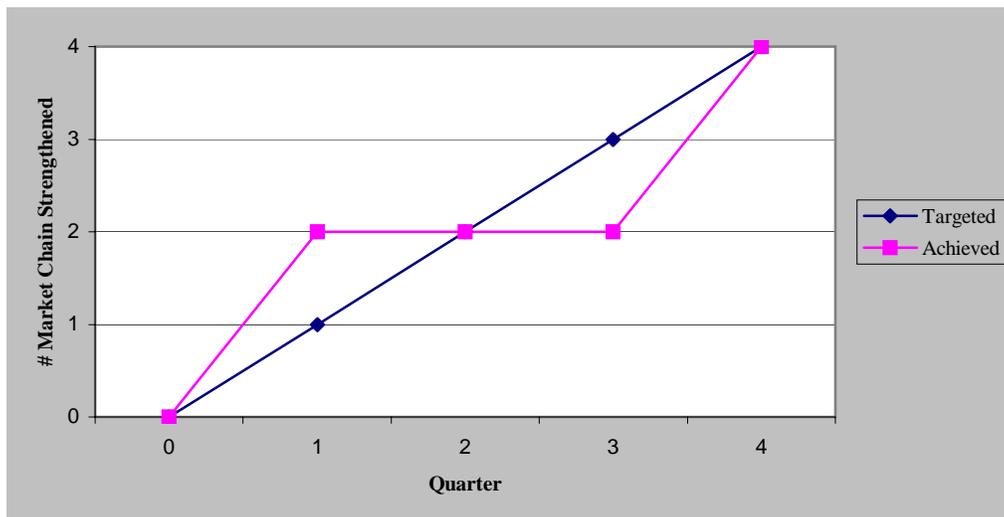
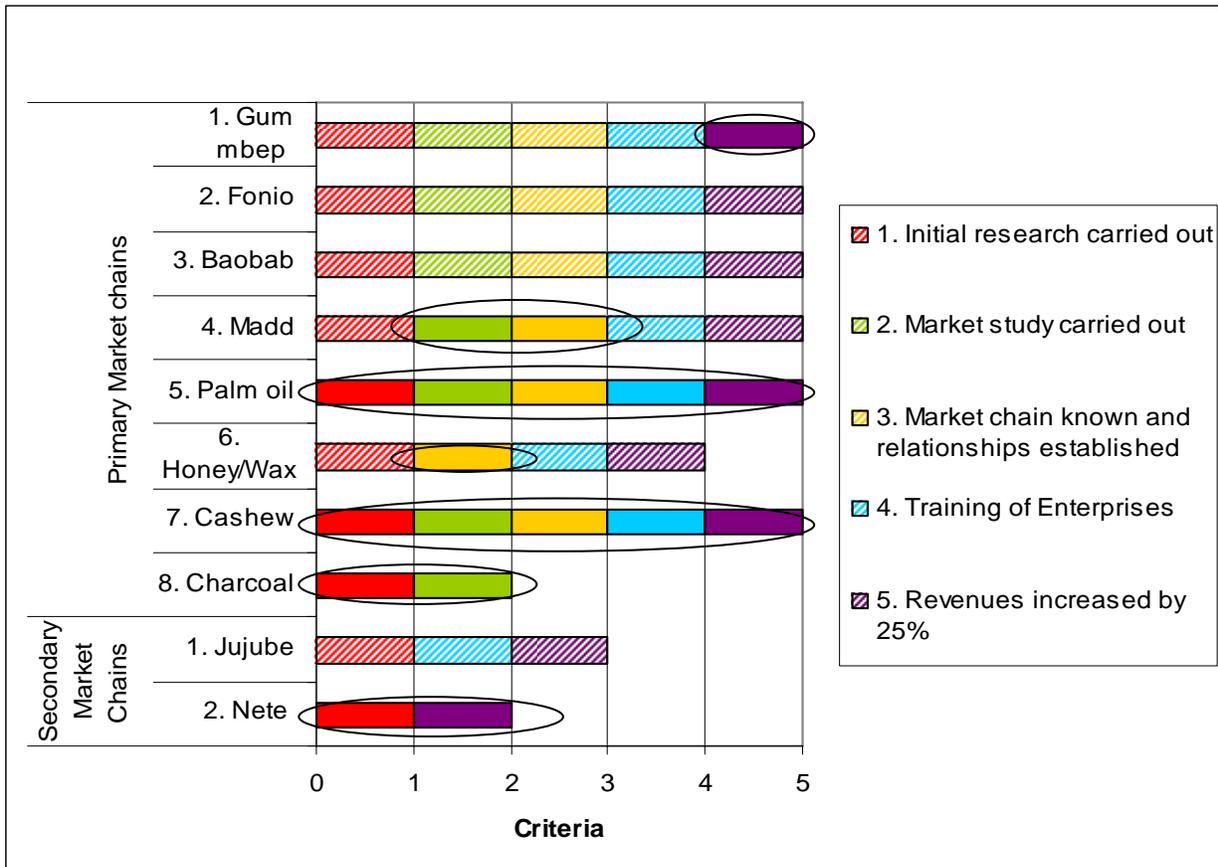


Figure 14: Progress made in strengthening the different market chains assisted by WN

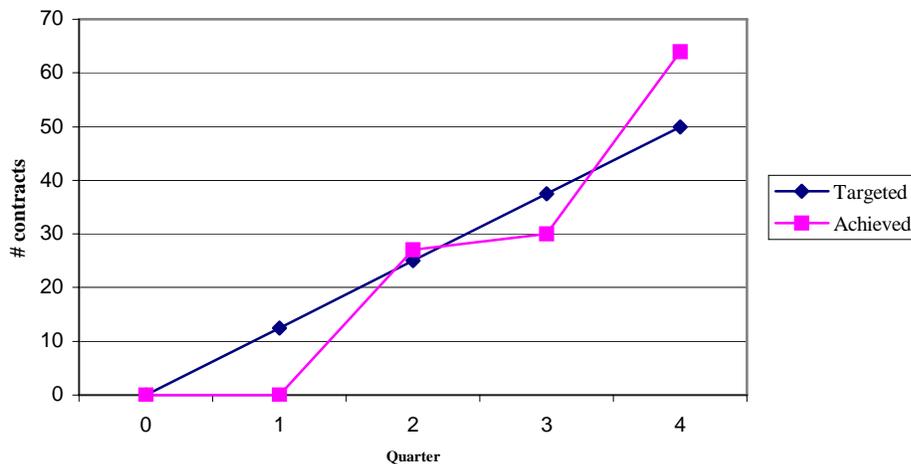


N.B. The circles represent the criteria satisfied this year.

3.2.10. COMMERCIAL AGREEMENTS NEGOTIATED WITH PARTNERS

64 producer groups successfully negotiated commercial agreements with private sector partners, which exceed by 14 contracts the year's target of 50.

Figure 15: Number of community groups that have successfully negotiated contracts



3.3. CONSTRAINTS, OPPORTUNITIES, AND PERSPECTIVES

As far as its main activities are concerned, WN is seeking to harmonize the level of progress of its activities in the three regions. In the region of Tambacounda, WN is assisting in strengthening vertical linkages and enterprise capacity in preparation for the end of the program. In the region of Kolda, WN is strengthening horizontal commercial linkages, by organizing producer groups, facilitating contractual relations between pilot enterprises and those recently trained producer groups while planning to concentrate on vertical linkages and increased capacity in 2005-2006. In the region of Ziguinchor WN will begin activities to strengthen horizontal linkages.

We have noted slowness in providing certain services and notably credit, packaging and literacy. This slowness is due to a lack of knowledge of service providers and, in certain sectors, the total absence of such service providers. Nonetheless, WN has tried to rectify the problem by obtaining the services of a credit consultant, by proposing a new approach to literacy and by stimulating the development of an economy of scale that will favor the purchase of packaging. This year, activities will target the provision of services, especially in Tambacounda and Kolda.

Even though WN's actions are beginning to have a real impact, there clearly remains slowness in the evolution of enterprises for the following reasons: a lack of close monitoring, a lack of information and strong needs of enterprises, especially for investment. To counter these issues, the program plans to recruit a resource person to be based in Dakar.

As far as those market chains such as *bissap*, *moringa* and bamboo not assisted this year, WN decided to suspend activities for the following reasons: For *bissap*: a lack of interest from organic fonio producers in Koussanar that instead put their efforts into the production of fonio. For *moringa*: the absence of finance to build the processing unit. For *bamboo*: which is a regulated forest product, the delay in developing a forest management plan.

4. RIGHTS & RESPONSIBILITIES COMPONENT

4.1. RESULTS TARGETED AND ACTIVITIES PLANNED

4.1.1. GENERAL CONSIDERATIONS

The R&R component is based on a multi-sector and decentralized approach to rural development, often called “community land management approach” or more simply “community approach”. Such an approach integrates not only activities for protecting NR but also those related to land management, improvements in resource productivity and increases in revenues. The approach recognizes the complete rights that a CR possesses for managing the land it uses. For technical and sociological reasons, carrying out these responsibilities requires the organization of the population.

The fundamentals of the approach are based on the fact that NRM can only occur correctly if it is accepted by all and takes account of the interactions and synergies between “nature, wealth and power”. Thus WN uses a multi-sector and integrated approach to optimize the value of the resources in a given area. This presupposes a high level of agreement in the use of resources, the effective transfer of powers to the local level, the protection of the rights to control and have access to the resources and the taking into account of the interests and needs of all resource users.

To arrive at the anticipated conclusion, WN has developed a certain number of tools such as local conventions, protocols of agreement and of co-management. The use of these tools integrates the protection of NR, land management and participative management of forests. These are brought together to ensure increased production of resources, increased local revenues and increasing socio-economic well being as well as sound management of conflicts.

In order to pursue this vision, several activities were developed during year, as follows:

- Support to village communities and to local organizations engaged in community land management, the protection of NR and the increase in their productivity;
- Support for the development of co-management agreements of classified forests and the development of local conventions for rural communities;
- Beginning of the process of preparation of management plans both for classified and community forests;
- Training of locally elected leaders/populations in legal texts, aimed at strengthening the capacity of communities to better understand/use their legal rights in the region of Ziguinchor.

4.1.2. RESULTS TARGETED

The R&R component targets improved community-based, decentralized management through the effective transfer of power, rights, authority and other aspects that support improved local governance, more sustainable agricultural and NRM production as a foundation for enterprise development.

Key results that have been targeted for this component over the life of the program are the following:

- Increased number of communities/CBOs that undertake community-led activities to increase the sustainable productivity of natural resources;
- Increased number of communities/CBOs that have engaged in formal co-management relationships with actors and institutions external to the community to increase productivity of NR in a sustainable manner;
- Increased number of hectares that are covered by legally recognized, community managed and sustainable NRM plans.

Amongst supporting results targeted are the following:

- Number of communities/CBOs that have developed CBNRM plans, protocols, agreements and local codes governing access, use and protection of NR;
- Number of communities receiving training in NR monitoring, enforcement of local codes and conflict management.

4.1.3. ACTIVITIES PLANNED FOR 2004-2005

- Support villagers and local organizations engaged in community land management;
- Development of requests to undertake local management of classified forests and the evaluation of local codes;
- Start of the process to develop local convention in the CR of Kolda;
- Support for the preparation and application of local conventions and codes within the CR;
- Training of locally elected leaders and CBO in the legal texts in order to strengthen their rights and their build capacities.

Table 2: Summary of results for the Rights & Responsibilities component, fiscal year 2004/2005

Result 1:	Number of communities/CBOs that undertake community-led activities to increase the sustainable productivity of natural resources	
Target for year 3	450	
Main activities	Progress made	# Targets achieved
Support villagers and local organizations engaged in community land management	<ul style="list-style-type: none"> • Training in decentralization & natural resources management • Re-activate bushfire fighting committees • Development and provide feedback of the rules of local conventions • Sensitize communities in local conventions • Evaluate the level of operation of local codes • Identify and reach consensus on pasture zones, livestock corridors & of protected areas • Technical sheets concerning anti-erosion measures & best practices for agriculture were developed and used for capacity building by the facilitators. • Seedbeds of <i>Saba senegalensis</i> developed in several villages in Kédougou in order as part of a regeneration plans. 	453
Total:		453

Result 2:	Number of communities/CBOs that have engaged in formal co-management relationships with actors and institutions external to the community to increase productivity of NR in a sustainable manner	
Target for year 3	8	
Main activities	Progress made	# Targets achieved
Develop requests to undertake local management of classified forests and evaluate local codes	<ul style="list-style-type: none"> • Sensitize the communities in the local codes for Bala Est & Bala Ouest • Depose requests with rural councils for undertaking the management of the classified forests of Pata & Balmadou in the region of Kolda • Evaluate the actions being undertaken from the local codes for the classified forests of Ouly & Paniates • Classified forests of Tendouck, Diégoune & Boutolate identified for starting future management plans. 	7 CR & 453 communities/CBO
Total:		7 CR & 453 communities/CBO

Result 3:	Number of hectares covered by legally recognized, community managed, sustainable NRM plans	
Target for year 3	100.000 ha	
Main activities	Progress made	# Targets achieved
Sensitize populations in local codes	<ul style="list-style-type: none"> • Sensitize communities in local codes for the classified forests of Bala Est (9,540 ha), Bala Ouest (22,363 ha) & the community forest of Koulor (39,353 ha) • Evaluate the actions being undertaken from the local codes for the classified forests of Ouly (14,500 ha) & Paniates (40,900 ha) • Provide maps of the forests of Tamba (Ouly, Paniates, Bala Est, Bala Ouest & Koulor) • Identification/consideration of rural councils for establishing community forests (in Koulor, Saré Bidji, Bonconto) • Approval of the local code for the community forest of Bonconto (20,844 ha) • Start of the co-management process of the classified forest of Balmadou (22,800 ha) 	147,500 ha
Prepare local codes for community forests		
Rural councils to develop, agree and approve local codes		
Total:		147,500 Ha

Result 4:	Number of communities/CBOs that have developed CBNRM plans, protocols, agreements and local codes governing access, use and protection of NR	
Target for year 3	40	
Main activities	Progress made	# Targets achieved
Support for the preparation, adoption & application of local conventions & codes at the level of the CR	<ul style="list-style-type: none"> • Start-up of local conventions for the CR of Kothiary, Goudiry, Salémata, Saraya, Missirah Sirimana, Tomboronkoto & Bandafassy • Agreement of the local code for the community forest of Bonconto • Approval of the local codes for the community forests of Bonconto • Start-up of activities concerning the local code of Koulor • Evaluation of the process to develop the local conventions in Kédougou, Sédhiou & Kolda • Start-up of local codes for the classified forests of Bala Est, Bala Ouest, Paniates & Ouly. CR involved are: Koussanar, Sinthiou Malème, Malème Niani, Koulor, Dougué, Goudiry & Kothiary. 	16
Total:		16

Result 5:	Number of communities receiving training in NR monitoring, enforcement of local codes and conflict management	
Target for year 3	25	
Main activities	Progress made	# Targets achieved
Training of locally elected leaders & CBO in legal texts in order to strengthen their rights & build their capacities	<ul style="list-style-type: none"> • Training of CBO and villages chiefs in the different texts governing NRM in 16 rural communities as follows: • Linkering, Bonconto, Sinthiang Coundara, Saré Bidji, N'doma, Pata, Sakar, Djiredji, Bambali, Diendé, Simbandi Brassou, Tanaff, Kolibantan, Karantaba , Niagha & Dianamalary 	16
Total:		16

4.2. PROGRESS ACHIEVED IN 2004/2005

4.2.1. COMMUNITIES/CBOS THAT UNDERTAKE COMMUNITY-LED ACTIVITIES TO INCREASE THE SUSTAINABLE PRODUCTIVITY OF NATURAL RESOURCES

The principle activity that targets this result is the establishment of management structures that ensure that all actors involved are conscious of the factors that compose their environment. This allows them to better understand the major challenges that they must tackle as priorities in order that they engage in an irreversible process of NRM. The process to do this begins with the establishment of CBOs followed by the provision of training in the protection and management of resources. The development and adoption of local rules helping to promote sustainable community behavior is an important aspect of good practice. For sound, local management, partner communities frequently use the following names for their CBOs:

- CAC: Animation and discussion unit
- CVD: Village development committee

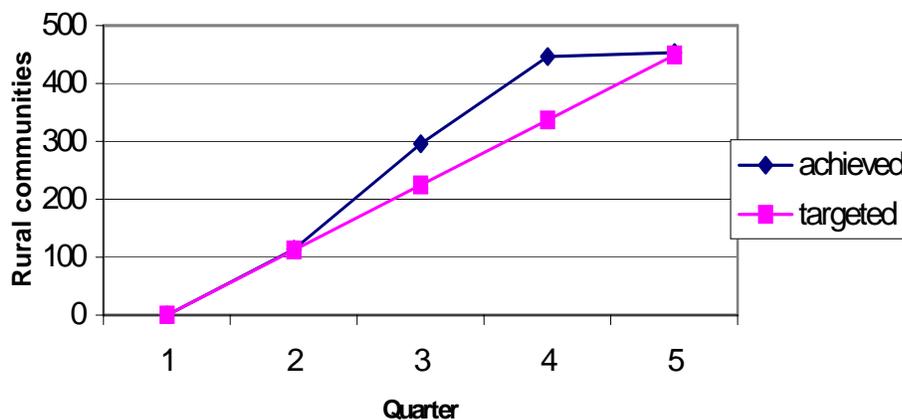
- CVC: Village co-management committee
- GLP: Local steering group
- CVG: Village management committee

These organizations, for which the names vary from one zone to another, are charged with tackling bushfires, reforestation, identifying zones to be protected, controlling the harvesting of natural products, applying best techniques for tapping gum, promoting improved varieties of oil palm and cashew, developing regeneration plans for species such as baobab, *Saba senegalensis* and other species that form the base of different market chains, and ensuring the use of best plantation practices that respect correct tree planting distances. Further, communities and CBOs have defined sound NRM rules in agreement with the elected leaders of local councils in order to increase the productivity of NR (application of nature protection measures, pasture use).

The organizations and local councils in the department of Kédougou: Bandafassy (12 ha), Saraya (20 ha) and Salémata (20 ha), have identified zones for protection in order to allow good pasture regeneration. Training in pasture and temporary water source management has been an important activity, especially in the department of Kédougou after similar, previous training activities in Bakel and Tamba. As a result, 453 village communities are involved in management activities that target increasing the productivity of their respective community lands in the different program zones. Other initiatives have been noted from all CR that possess a local conventions, such as the fixing of harvest periods for forest products in the CR of Bala, Kothiary & Koussanar, the management of transhumants herders in Tomboronkoto, and pasture management in Bandafassy and Salémata.

The CR in the region of Tambacounda have developed a host of activities concerned with ensuring that the populations know well the codes and conventions developed as well as the identification and approval of livestock grazing zones, knowledge of techniques for fighting bushfires, pasture management and the adoption of anti-erosion techniques in the zone of Salémata with a greatly improved agricultural production (demonstration field at Eganga and Ethiolo).

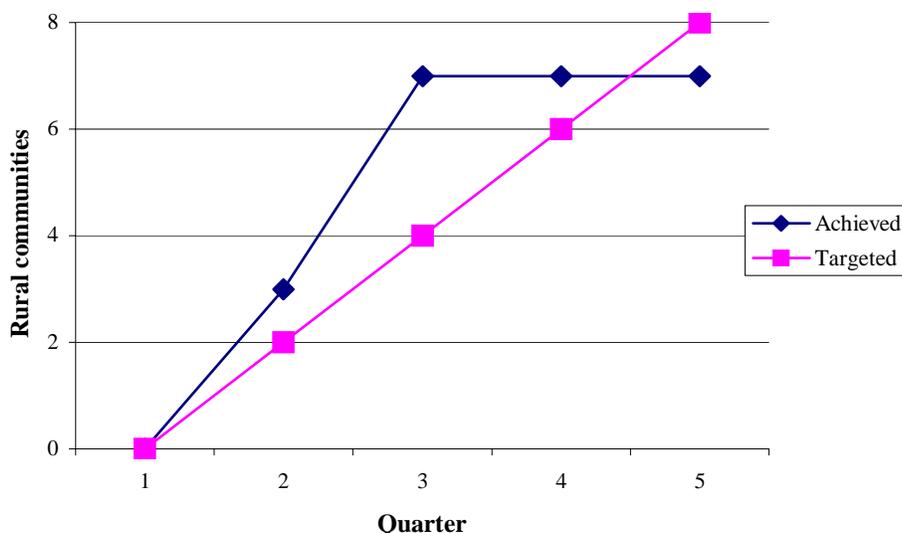
Figure 16: Number of rural communities that undertake activities to increase the sustainable productivity of NR



4.2.2. COMMUNITIES/OCB ENGAGED IN FORMAL CO-MANAGEMENT AGREEMENTS

In the region of Tambacounda, the classified forests of Bala Est and Bala Ouest already possess a local code plus an agreement for starting the forest management process. Information on the documents was provided regularly to the local population during fiscal year 2005. The CR of Koussanar, Malème Niani and Sinthiou Malème have begun the process of evaluating the local codes for the classified forests of Ouly and Paniates. For all forests that possess codes, badges have been made for the forest guards and cards giving exploitation rights for different non-woody forest products are ready to be provided to local producers. There remains to develop information modules to ensure that members of the population know precisely their R&R. This activity is included in the Annual Work Plan 2005/2006. For the CR of Dougué, Goudiry, Kothiary and Koulor, information sessions have already been held for the classified forests of Bala Est and Bala Ouest. An action plan has been developed for the community forest of Koulor and its execution has made some significant progress (status of the natural resources, socio-economic and mapping surveys). In the region of Kolda, co-management has been started in the classified forests of Pata and Balmadou, the stage of requesting the start of the management process has been achieved and the rural councils of Pata, Ndorna, Niagha, Tanaff, Simbandi Brassou, Karantaba and Kolibantan have already debated the co-management process. In the region of Ziguinchor, the classified forests of Tendouck, Diégoune and Boutolatte have already been identified and the formal aspects of co-management will be established during fiscal year 2005/2006.

Figure 17: Number of rural communities engaged in Formal co-management relations



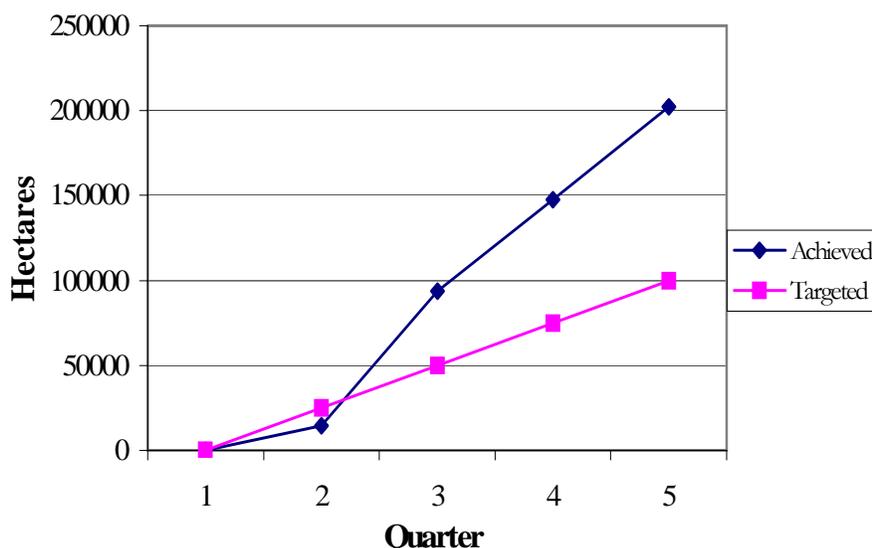
4.2.3. NUMBER OF HECTARES COVERED BY SUSTAINABLE NRM PLANS

During fiscal year 2004/2005, emphasis in the region of Tambacounda was placed on ensuring that: the local population received full information on the local codes of the classified forests of Bala Est (9,540 ha) and Bala Ouest (22,363 ha); that use of the local codes for the classified forests of Ouly (14,500 ha) and Paniates (40,900 ha) were evaluated, and that maps for the forests of Tambacounda (Ouly, Paniates, Bala Est, Bala Ouest and Koulor – 39,353 ha) were available.

In the region of Kolda, local codes for the community forests of Saré Bidji and Bonconto were developed and adopted by the local population and the rural councils. In addition, the local code for the community forest of Bonconto (20,844 ha) was confirmed, as was the start of the process for the co-management of the classified forests of Balmadou (22,800 ha) and of Pata (73,000 ha).

In total, the area of forest managed in a sustainable fashion at the community level and recognized by the law covers 60,058 ha for community forests and 87,303 ha for classified forests. Furthermore, WN has assisted the communities involved to bring their community lands under sustainable NRM that is legally recognized by the development and approval of local conventions. It should be noted that local conventions cover all land-use types present in the community and are not exclusively for forested lands.

Figure 18: Number of hectares covered by sustainable NRM plans



4.2.4. COMMUNITIES/CBO WITH NRM PROTOCOLS, AGREEMENTS & LOCAL CODES CONTROLLING ACCESS, USE & PROTECTION OF NR

Area management at the community level by local councils is important for several reasons:

- Resources that form the basis for enterprise development are found on community land and these resources are the subject of increasing attention especially for determining the periods for harvesting and also for fixing a common price to be paid by producers. This has resulted in increasing revenues for producers.
- Different conflicts between farmers and herders usually arise in community lands. To avoid conflict, local conventions are being developed and put into operation. However, they are first debated to ensure the inclusion of land for pastures and access corridors to them.

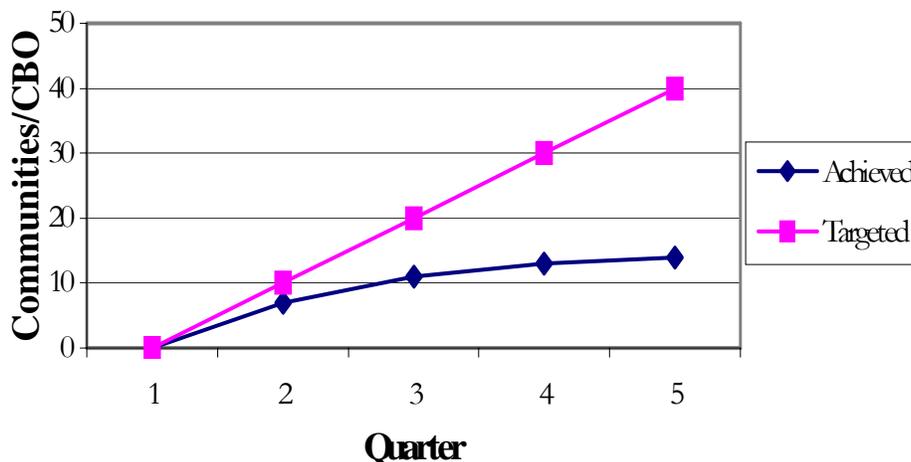
In terms of the stages in the definition of local conventions, it should be noted that those of seven CR (Kothiary, Goudiry, Bandafassy, Tomboronkoto, Missirah Sirimana, Saraya and Salémata) have been totally completed. Workshops to evaluate the process of local convention deployment have been held in the departments of Kédougou, Sédhiou and Kolda. There still remains the need to consider all the recommendations that came from the workshops in order to improve these extremely important tools.

The local code for the community forest of Koulor has been put into operation while the CR of Koussanar, Sinthiou Malème, Malème Niani, Koulor, Dougué, Goudiry and Kothiary have begun the process of putting their local codes into operation for the classified forests of Bala Est, Bala Ouest, Paniates and Ouly.

It is to be noted that the process has been started to develop local conventions for 9 CR (Sakar, Djiredji, Bambali, Diendé, Simbandi Brassou, Tanaff, Kolibantan, Karantaba and Niagha) in the region of Kolda and for 4 CR (Mangangoulack, Diègoune, Balingore and Tenghory) in the region of Ziguinchor, which will therefore ensure the total coverage of all zones where the program is active. At conclusion, the local population and the local councils will possess appropriate resource management tools. It should also be noted

that the local convention is a physical manifestation of the effective transfer of power as it confers, to local populations, their rights and allows them to exercise their responsibilities.

Figure 19: Number of communities/CBO that have developed NRM protocols, agreements & local codes controlling access, use & protection of NR

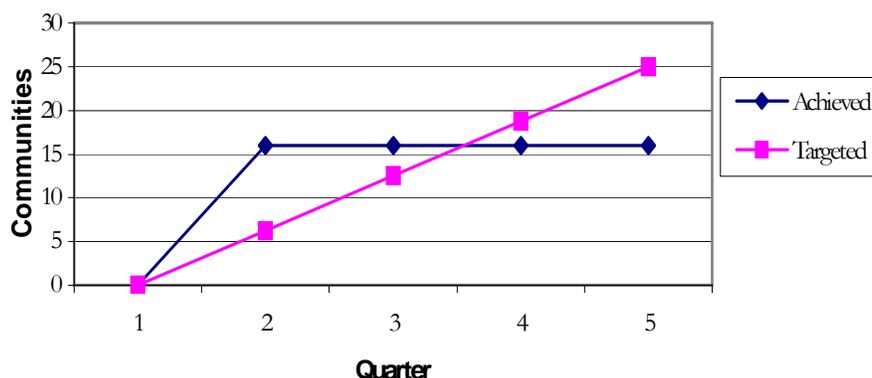


4.2.5. COMMUNITIES RECEIVING TRAINING IN NR MONITORING, ENFORCEMENT OF LOCAL CODES AND CONFLICT MANAGEMENT

The training of members of CBO and village chiefs in different texts concerned with NRM was carried out in all the CR where the program is active in the region of Kolda. The training allowed different local councils to master the different aspects of their responsibilities of the transfer of legal powers that councils are now obliged to manage.

During the upcoming year, the priority is fixed for partners in the region of Ziguinchor to receive training in the different texts concerned with NRM but we will also organize study tours for our staff and partners.

Figure 20: Communities that have received training in the management of NR, application of local codes & conflict management



4.3. PRIORITIES FOR 2006

During the fourth year of the program, emphasis will be placed on pursuing the different stages of management with the development and deployment of local conventions and the continuous training of

actors concerned, with the overall ambition of working towards and completing a simplified, participative, operational process for the development and use of forest management plans.

The program plans to strengthen and multiply activities targeting the sustainable increases in the productivity of NR. This will be achieved by identifying improved practices, the editing and distribution technical sheets and the organization of study tours and exchange visits. During fiscal year 2005/2006, activities for the R&R component will be orientated to the following priority areas:

- Training of management units in techniques for reforestation, pasture and temporary water point management and forest species enrichment by tree planting and site protection;
- Discussion/selection followed by mapping of community protected areas;
- Evaluation of the use of local codes for the classified forests of Bala Est and Bala Ouest;
- Development, validation and approval of the local codes for the classified forests of Balmadou and Pata;
- Development and deployment of management plans for the community forests of Koulor and Saré Bidji;
- Development and deployment of management plan for Balmadou;
- Identification and development of management plans for the classified forests of Tendouck, Diegoune and Boutolate in the region of Ziguinchor;
- Organization of a workshop to evaluate the process of developing local conventions in the department of Tambacounda;
- Follow the recommendations of the decentralized workshops held in Kédougou, Sédhiou and Kolda concerning the local conventions;
- Development of Annual Work Plans for the CAC in the zone of Kedougou;
- Development and deployment of local conventions in the CR of Simbandi Brassou, Diendé, Bambali, Djiredji, Sakar, Tanaff, Kolibantan, Karantaba and Niagha in the Region of Kolda;
- Development and deployment of local conventions in the CR of Dakatéli, Khossanto, Malème Niani, Santhiou Malème and Koussanar in the Region of Tambacounda;
- Development and deployment of local conventions in the CR of Mangangoulack, TENGHORY, Diégoune and Balingore in the region of Ziguinchor;
- Support to the use of management plans for the community forests Nétéboulou, Missirah and Thiewal under the leadership of PROGEDE;
- Organization of a workshop for the management of the palm forest of Sédhiou.

4.4. CONSTRAINTS

Carrying out of activities during the course of the year proceeded with a certain degree of difficulty due to the fact that several activities undertaken required the active collaboration of different partners. Frequently, we were unable to coincide our timing with them and they were often not available. To this must be added the problem of developing a common vision with all our partners that occasionally requires holding workshops in order to bring everyone up to the same level. Finally, certain partners are frequently absent from their zones.

5. POLICY COMPONENT

5.1. RESULTS TARGETED AND ACTIVITIES PLANNED

5.1.1. GENERAL REMARKS

The Policy component is composed of a series of lateral activities that target the reduction of barriers to sustainable NRM and, in the process, support activities of the two major field components of WN (R&R and EB). The barriers can be of various types such as administrative, legal or regulatory. During the year, the head of the policy component was obliged to assume the role of interim COP (from approximately the end of October 2004 through early June 2005) in addition to his usual workload (within the Policy and MERA components). This involved the need to spend far more time with the team in Tamba, Kolda and in the field and significantly less in Dakar with the program's higher-level policy contacts. This heavy workload and sustained absences from Dakar most certainly had an impact on the work of the policy component. Nonetheless, during the last 12 months, the policy component has achieved for the major part a very positive impact as far as its ambitions developed within the Annual Work Plan for fiscal year 2004/05 are concerned. For example, the component was able to undertake almost all its programmed activities and achieved, even exceeded several of its contract results. However, as for last year, we were unable to reduce exactly the number of targeted barriers (9 barriers were reduced instead of the 10 programmed). A comparison of progress achieved versus results anticipated by the policy component during the last year is shown in section 6.2 and table 3.

5.1.2. TARGETED RESULTS

The objectives of the component are described by means of four contract results, as follows:

- i. Number of reduced legal, regulatory or administrative barriers to local sustainable management of NR,
- ii. Number of sustainable and verifiable consultation processes between and among rural communities and regional/national agencies and services, as well as the private sector at different levels (community and sub-national/national),
- iii. Number of policy evaluations, studies and analyses that support the Policy Agenda,
- iv. Number of tools and information systems developed to support the policy component. Furthermore, an additional result targeted by the R&R component that is also highly relevant here: Increased capacity in mapping/GIS and resources inventory at the regional level. For simplicity, these two results are treated together in the relevant sections.

It is in relation to these four elements that this annual progress report has been developed.

5.1.3. ACTIVITIES PLANNED FOR 2004/2005

The ultimate ambition of this component is to reduce barriers that inhibit sustainable NRM (result 1). In order to achieve this ambition, WN has put in place a stepwise process that targets the identification of priority barriers and their eventual reduction. In general, this process starts with the identification of interesting sectors and the policy barriers related to those sectors by means of continual assistance to dialogue and discussion forums based on policy questions. Next, the process passes by targeted studies that seek to analyze, interpret and propose solutions to the identified barriers, and finally it seeks appropriate means to reduce the barriers. Thus, barrier reduction cannot occur before a policy sector is adopted, barriers identified, studies/analyses carried out and solutions found and undertaken by the actors concerned. Barrier reduction is by definition a very participative process and can concern actors at local, regional and central levels and that represent communities, elected leaders and technical partners and government services.

The means of identifying barriers is varied and includes spot requests made during round tables (RT) / discussion forums (CdeC), following detailed requests from partners (DEFCCS, elected leaders of local councils, from other projects/programs, etc.), from needs expressed by colleagues at WN or as an element uncovered during analyses of other problems. It needs to be pointed out that it is not always possible to forward-plan all barriers to be reduced by WN during the development of an annual work plan because others may be revealed during the execution of program activities that have to be added to the policy agenda.

1. Barrier reduction

The annual work plan of fiscal year 2004/2005 identified five major sectors that constituted the major portion of activities to be undertaken in targeting barrier reduction over the last twelve months. These were:

- **Hunting leases:** where at least 12 significant barriers were identified, either in partnership with the Wildlife Management Division (DGF) or following an evaluation of hunting zones or during community-level discussion forums. A total of seven barriers were targeted for reduction during the year under review,
 - **Community finances related to NR:** in this sector we identified several barriers related to the lack of financial interest during the use/exploitations of local resources as well as barriers that lead to the exclusion of local communities to the decision-making processes,
 - **Integration of herders in local planning:** Local herders and transhumants are frequently not sufficiently well integrated into the use of local resources and as a consequence (cause or effect?) they are often implicated in over-exploitation and degradation of pasture resources,
- **Sustainable community management of forest resources:** This theme underlines the activities of the program's R&R activities and requires the continual assistance of the policy component to reduce barriers related, for example, to the development, adoption at the national-level, and deployment of management and development plans for both community and classified forests,
- **Computerization of forest control posts:** This series of activities was planned as a tripartite cooperation between DEFCCS, DFI and Wula Nafaa. Of overall importance it targets the strengthening of capacities in both information and financial management at the decentralized-levels. However, as far as the particular interests of WN are concerned, we seek also to counter certain dubious practices that weigh heavily on certain of the NR market chains assisted by the program.

Notwithstanding the inscription of these barriers in the annual work plan 2004/2005, the policy component remained open during the year to the identification and adoption of other important policy barriers. During 2004/2005, it was anticipated that 10 barriers would be reduced.

2. Discussion processes

The identification of barriers, discussions to understand the details more clearly and the means of reducing them as well as feedback sessions are often undertaken in discussion forums and Round Tables. During 2004/2005, WN planned for CdeC/RT at three levels: community, regional and national with the subjects of these reunions being general, for planning purposes, concerning market chains and for other specific subjects covering different NRM sectors. According to the level and the subject covered, RT aim to involve the maximum number of individuals, partners and relevant community, regional and national structures. CdeC represent one of the most important sources of information for identifying sectors of interest and policy barriers. For this reason, among several others, it was anticipated that a total of 26 new CdeC would be established during the year with a target of around 20 at the community-level and approximately 6 at regional- and national-levels. It was also programmed to continue assistance to the different CdeC already established during previous years.

3. Policy Analyses

During financial year 2004/2005, the different policy analyses programmed targeted a better understanding of the different barriers retained (see paragraph 1. barrier reduction, above) as well as identifying the routes to follow and the actors to include to bring about the reduction. To the 5 themes selected, we added, during the year, an analysis of the different market chains based on the sustainable use of woody resources; mostly charcoal. The numerical target for the year was 12 policy analyses that could include, for example, rapports from RT or household policy analysis in new zones.

4. Tools / Support systems

This objective covers two quite similar results: the development of tools and information systems that provide support the policy component as well as to strengthen the regional capacity of partners so that they may undertake the stages leading up to forests management as far as developing inventories and maps, etc. are concerned.

During the last year, the program planned to support the inventory and mapping units (BIC) of the IREF of Tamba and Kolda to enable them to develop relevant tools to help in the rapid and efficient development of management plans. It also planned to vulgarize certain policy texts and to develop databases for the policy aspects of the household survey in Kolda. The target for the year was to develop two tools/information systems to support the policy component plus a system to increase capacity to carry out resource inventories or develop mapping capacities; thus a total of three tools / information systems.

Table 3: Progress achieved towards the four results targeted by the Policy component during the year 2004/2005

Result 1:	Reduced legal, regulatory or administrative barriers to local sustainable management of NR	
Target for year 3:	10 barriers reduced	
Principal activities	Progress made	Targets achieved
Reduction of policy barriers		
Hunting leases (7 barriers targeted):		
1. Lack of community involvement in the planning & monitoring of activities in hunting zones	<ul style="list-style-type: none"> • Development of explanatory notes that were used in the hunting CdeC (CSC) of Nov. 2004 • Use of the ministerial "arrêté" to impose the requirement for hunting leaseholders to consult with local communities 	1
2. Lack of knowledge among elected leaders of community rights concerning hunting	<ul style="list-style-type: none"> • Development of training tools, community information needs identified • 220 elected leaders/members of communities trained in their R&R as well as the powers transferred by the ministerial "arrêté" for the 2004/2005 hunting season 	1
3. Lack of an appropriate Hunting Code	<ul style="list-style-type: none"> • Discussion meetings • New version of the Code at the National Assembly 	1
4. Lack of regionally specific hunting contracts	<ul style="list-style-type: none"> • Discussions on the contents – at national/regional levels • Regional versions developed for Tamba and Kolda 	1
5. Poor redistribution of hunting receipts	<ul style="list-style-type: none"> • Propositions made for a fairer redistribution of hunting receipts • WN still awaits the MEPN committee meeting 	---
6. Actual hunting system is out of date and not compatible with legal texts	<ul style="list-style-type: none"> • Proposition developed for redefining the hunting system • Process of adoption well advanced 	(1)
7. Lack of a simple system for carrying out wildlife inventories in hunting zones	<ul style="list-style-type: none"> • Lack of progress 	---

Community finance: (6 barriers targeted):

1. Lack of technical resources for developing management plans	<ul style="list-style-type: none"> • Legal texts analyzed (report developed) and comparison made with the actual situation with identification of barriers • Use of the "convention-type" is poorly understood 	---
2. Lack of a viable model of a forest management plan	<ul style="list-style-type: none"> • Cooperation/visits from the USDA Forest Service • Co-development of a manual for the development of management plans • National forum to be held 	I
3. Unfair redistribution of receipts received from forest fines	<ul style="list-style-type: none"> • Legal texts analyzed (report developed) and comparison made with the actual situation with identification of barriers • Management letter developed by DEFCCS and sent out to IREF 	I
4. Difficult or unknown access to the national forest fund	<ul style="list-style-type: none"> • Legal texts analyzed (report developed) and compared with the actual situation • To be discussed during the forum on forest management in (November 2005) 	---
5. Possibility to impose taxes on local resource users is poorly known	<ul style="list-style-type: none"> • Legal texts analyzed (report developed) and compared with the actual situation • Findings made known in community CdeC • Community-level training tools to be developed 	In progress
6. Negative impact of illegal "road user charges"	<ul style="list-style-type: none"> • Legal texts analyzed (report developed) • Community-level CdC held for clarification • Discussions with DEFCCS • Management letter developed by DEFCCS and sent out to IREF/forest control posts 	I

Integration of herders/ transhumants in local management (4 barriers targeted):

1. Lack of consideration of livestock during the definition of "mise en valeur" (increasing value) for access to NR	<ul style="list-style-type: none"> • CdeC at community and national levels • Legal texts analyzed (report developed) • Equal access accorded to herders as well as all other land / resource users (within local codes and conventions) 	I
2. Weakness in the management of pastures and water points	<ul style="list-style-type: none"> • Training sessions provided by D&R 	---
3. Absence du Code Pastoral	<ul style="list-style-type: none"> • CdeC held in Dakar • Lobbying of the Livestock Department 	In progress
4. Lack of knowledge of elected leaders of access rights and pasture management rights	<ul style="list-style-type: none"> • Legal texts analyzed (report developed) • Development of training tools (in progress) • Community-level CdeC held 	In progress

Local activities in forest management (1 barrier targeted):

1. Local conventions and codes not respected (test case)	<ul style="list-style-type: none"> • Local convention in Tomboronkoto tested by the "sous-préfet" • Intervention du service forestier 	I
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Flow of information between forest service and forest posts (2 barriers targeted):

1. Origin of forest crimes is not correctly registered by forest posts	<ul style="list-style-type: none"> • Study planned by the three partners (DEFCCS, WN & DFI) • Carried out and report developed by WN's consultant 	Counted above
2. Non-official taxes imposed during random vehicle checks	<ul style="list-style-type: none"> • CdeC and presentations held at regional and national levels 	

Finances of woody resources (at least 4 barriers targeted) – new activities:

1. Charcoal market chain under too intense centralized control	<ul style="list-style-type: none"> • Report developed that analyzes the sector • Analysis of legal texts • Definition of certain barriers to be targeted (see column 1) • Regional and national forums put in place 	In progress
2. Lack of association of local populations in the exploitation of charcoal		
3. No difference in the tax treatment of products from managed and non-managed forests (excepting charcoal)		
4. Need to revise the classification / declassification of protected species in the South of the country		
Total:		9

Result 2:	Number of sustainable and verifiable consultation processes between & among rural communities & regional/national agencies & services, as well as the private sector at different levels	
Target for year 3:	20 community level 6 national/sub-national level	
Principle activities	Progress made (only new CdeC are counted)	Targets achieved
RT/CdeC at the community-level:		
General subjects:	<ul style="list-style-type: none"> • 9 general RT/CdeC held in the CR of Kolda 	9
Organizational:	<ul style="list-style-type: none"> • 7 CdeC held for local conventions in the Region de Kolda (Karantaba, Ndoma, Niangha, Oulibantan, Pata, Sakar, Tanaff) • A CdeC held on land management at Sakar • 3 CdeC held to monitor and evaluate the introduction of local codes (Sinthiou Malem, Koussanar & Malem Niani) 	7 1 3
Market chains/interest groups:	<ul style="list-style-type: none"> • Conflict management for herders (Koumpentoum) • Ditto (for a few CR in Kolda) 	1 1
RT/CdeC at the regional level:		
General subjects:	<ul style="list-style-type: none"> • CdeC/RT in Kolda 	1
Market chains/Interest groups:	<ul style="list-style-type: none"> • On the hunting system for all PCR from the Region of Tamba • Installation of the network for madd (Kédougou) • Installation of the network for oil palm (Kolda/Ziguinchor) • Ditto for cashew nuts (Kolda/Ziguinchor) 	1 1 1 1
RT/CdeC at the national level:		
Market chains/Interest groups:	<ul style="list-style-type: none"> • RT for forest finances • CdeC on local conventions • RT for woody resources 	1 1 1
RT/CdeC at the community-level:		23
RT/CdeC at the sub-national/national level:		7
Total RT/CdeC:		30

Result 3:	Preparation and dissemination of analyses and field studies in support of the policy component	
Target for year 3:	12 reports to be disseminated	
Principle activities	Progress made	Targets achieved
Reduce hunting barriers	<ul style="list-style-type: none"> Document on the perspectives for hunting developed and accepted by DEFCCS Material from report used to develop a presentation to the Higher Council for Hunting and to develop the ministerial "arrêté" for 2004/2005 	2
Reduce barriers related to forest finance	<ul style="list-style-type: none"> Document developed on the "actual and potential sources of revenue coming from natural resources" 	1
Reduce barriers related to ensuring the place of herders (especially transhumants) in local management	<ul style="list-style-type: none"> Document developed on "the analysis of legal texts concerning pasture use and especially for transhumants herders" 	1
Reduce barriers related to the sustainable harvesting of woody resources	<ul style="list-style-type: none"> Document developed on the "potential for rural communities to increase their revenues from the sustainable harvesting of woody resources" Development of a Manual for the "Development of Management Plans" 	2
Reduce barriers related to forest control posts	<ul style="list-style-type: none"> Document developed and distributed entitled "Needs assessment for the project to develop a computer network for the Forest Service" 	1
Simplify/vulgarize legal texts	<ul style="list-style-type: none"> Several local conventions translated into national languages and vulgarized Several key legal texts selected, translated into national languages and vulgarized 	2
Policy knowledge in Kolda	<ul style="list-style-type: none"> Report developed entitled "Analyses of the household survey in Kolda: level of knowledge of households of the policies controlling natural resources" 	1
Total:		10

Result 4:	Number of tools and information systems developed in support of the policy component and Number of resource inventories and mapping/GIS units strengthened at the regional level	
Target for year 3:	3 tools / systems	
Principle activities	Progress made	Targets achieved
Carry out the household questionnaire in the region of Kolda (level of policy knowledge)	<ul style="list-style-type: none"> Questionnaire developed and data collected (300 households) Data entered and analyzed Report developed (see above) 	1
Strengthen the Inventory & mapping unit of the IREF-Kolda	<ul style="list-style-type: none"> Small grant provided Forest maps being produced Additional training needs assessment carried out 	1
Development of a manual to guide the production and installation of forest management plans	<ul style="list-style-type: none"> Developed in cooperation with the US Forest Service To be shared formally with partners in Nov. 2005 	1

Development of a manual to guide the production of local conventions	<ul style="list-style-type: none"> • Experience gained in the field in several CR • Approval received from National Forest Service 	1
Computerize forest control posts (with DFI)	<ul style="list-style-type: none"> • WN's part of the work completed (see above) • Awaiting DFI to carry out their activities 	0
Strengthen capacity at the inventory and mapping unit of IREF-Ziguinchor	<ul style="list-style-type: none"> • Start-up of activities (training needs and equipment needs completed) • Study ongoing for the provision of a small grant 	0
Tools for vulgarizing selected legal texts (posters & other visual tools)	<ul style="list-style-type: none"> • Aspects of different texts selected • First artist's drafts developed 	0
Total:		4

5.2. PROGRESS ACHIEVED IN 2004/2005

The policy component made some solid progress during fiscal year 2004/2005 and was able to continue building solid foundations for the upcoming year. In synthesis, for the numeric targets of the four designated contractual results, the component was able to practically achieve all its anticipated results (see the above tables), as follows:

- i. Policy barriers reduced (target: 10 barriers reduced): **9 barriers reduced**
- ii. Discussion Forums (target: 20 community/6 sub-national/national): **23 community CdeC and 7 CdeC sub-national/national assisted**
- iii. Policy analyses: (target: 12 analyses): **10 analyses developed and disseminated**
- iv. Tools/information systems developed (target: 2 + 1): **4 tools/systems developed**

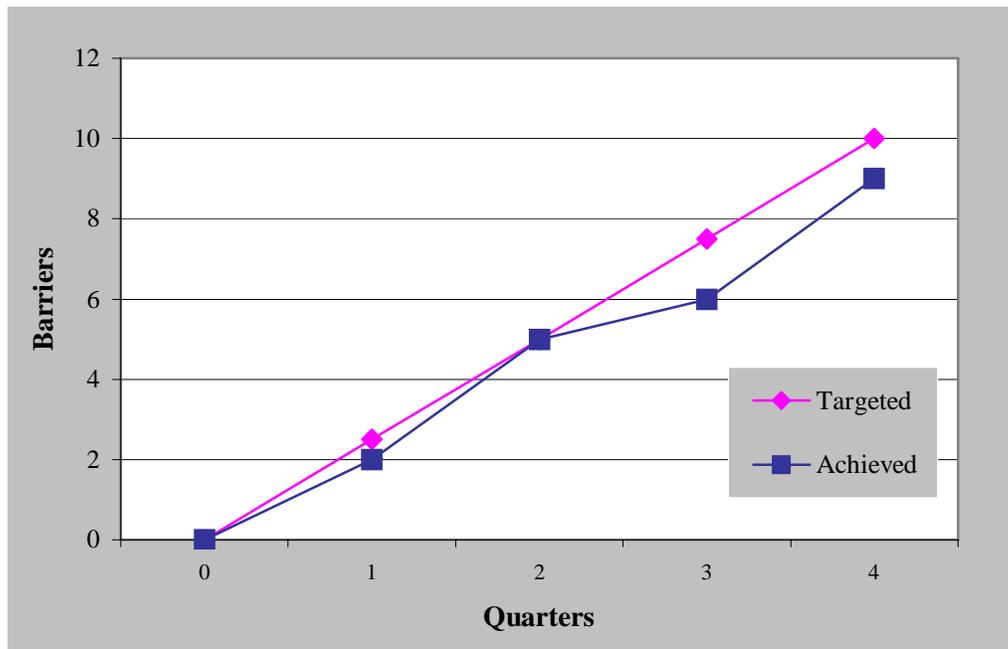
Since the start of the program, WN has achieved or exceeded its targets for the last three results but has often encountered difficulties to achieve the number of barrier reductions anticipated. Thus as far as this year is concerned we are extremely pleased with progress, especially for barrier reductions. A resume of progress and problems encountered for each target are presented in the text and graphics that follow.

5.2.1. BARRIER REDUCTION

The policy component's activities target the reduction of barriers of various types (for example, lack of rigor in applying texts by government services, lack of knowledge of the texts at the local or regional levels, ambiguity/contradictions in the texts, absence of appropriate texts, etc.) and various degrees of difficulty to reduce them.

During fiscal year 2004/2005, WN was able to reduce a total of nine barriers (tableau 3 and figure 21) within four different themes (hunting leases, forest finances, integration of herders into local management, and forest management). Reductions are often long to occur because frequently they require the intervention, cooperation and action of several different players as well as frequently passing via several steps. The reduction of barriers within the hunting lease sector illustrates perfectly this point.

Figure 21: Number of barriers reduced during 2004–2005



Barriers related to hunting leases:

WN’s activities for this dossier began near to the start of program activities in 2003 with an initial mission by a team of consultants that produced an analysis of hunting leases in Senegal. This analysis provided the program with a host of detailed information and background on revenue generated and the minimal impact that the current system of hunting leases has on the well being of rural populations living near to or within hunting zones. Despite all the initial work, we consider that the most significant progress was started by a workshop held towards the end of financial year 2003/2004 which served to expose and allowed the analysis of the principal barriers to making progress towards a vision of a future hunting system as envisaged by the different actors.

The details of the workshop are to be found in an analytic report of the different barriers (Diop & Marks, 2004) that was distributed near to the end of the previous fiscal year. The document was then used as the basis for the development of a series of briefing notes (see Result 3) that were used in their turn to develop the presentation of the DGF and the speech of the Minister of MEPN, both presented during the Supreme Council for Hunting held in November 2004.

Seven barriers were defined as priorities and they have served to guide the policy component’s activities within the hunting sector during the 2004/2005 fiscal year. These barriers are listed in the table (see above) and in total we have been able to reduce four of them and made considerable progress in a fifth (the introduction of a new system of hunting leases – to be adopted during the next Supreme Council for Hunting in November 2005). Perhaps the most innovative activity of the year was to make use of the ministerial “arrêté” for the hunting season in order to ensure an improved involvement of all rural communities (in which a hunting zones exists) in the preparation, development and monitoring of hunting zone annual work plans. In addition to this barrier reduction, which involves CR directly in hunting activities that occur on their community lands, we would also mention the development of regionally specific hunting leases, the development of a new version of the Hunting Code and the much increased capacity of a large number of elected council members as well as members of NRM committees right across the region of Kolda.

In contrast, it is necessary to mention that the targeted reduction of two other barriers, those of the fairer redistribution of hunting receipts and the development and use of a simple method for carrying out wildlife

inventories, did not occur during the year. The first barrier required the setting up of a ministerial commission to decide on a new system for redistributing hunting receipts but, despite the intervention of the National Coordinator on several occasions, we still await the first meeting of the commission to be hosted at the ministry. It should be noted that at the start of fiscal year 2005/2006 (as this section is being written), WN developed a briefing note for the Director of USAID who will raise this problem directly with the new Minister of MEPN. As far as the lack of a simple inventory is concerned, WN was able to make very little during the last year.

Barriers related to community finance:

For a considerable period, rural communities have found themselves caught in a vicious circle where local resources, especially in forest, that should bring in a significant level of wealth to the community that in turn would help in better managing their resources, are in reality being exploited, often non-sustainably and illegally by individuals from outside the community. Very little of the wealth generated from the resources is returned to the community, in contradiction to the contents of the different legal texts. As the CR lack adequate financial resources, they are incapable (financially or technically) to put in place the legal instruments (such as local codes and conventions as well as management plans) that would protect their rights. Since support to rural populations to help them better benefit from sustainable NRM represents the core of our activities, the policy component undertook an analysis of legal texts⁶ that provide communities with power to manage and profit from NRM as well as the priority barriers that block them from truly using their legally transferred powers. This analysis also served to confirm certain barriers identified previously and also to underline others to be adopted in order to break the vicious circle.

During the year we recognized a total of six priority barriers (see the table above) and have been able to reduce three of them. The first of the barriers reduced is that related to a lack of a viable model of a management plan. During the year and with the support of the US Forest Service, WN developed and distributed a manual for developing management plans. Activities to reduce the two other barriers did not accomplish any significant progress, because this requires DEFCCS to make some concrete changes.

As far as the barrier concerning the inadequate redistribution of receipts from violations of the law within community lands is concerned, we already knew from previous studies that very few forest agents at control posts indicated the locality where the violation occurred (as demanded by article R64 of the Forestry Code), thus dispossessing the community that suffered the violation from receiving 70% of the fines imposed. To that can be added anecdotal reports⁷ telling that transporters of NR products are often obliged to pay “passage charges” to agents at both forest control posts and on the roadside. After a long period of dialogue with DEFCCS, WN stimulated the development and distribution of a “service note” sent out to the 11 IREF. The note in itself does not solve the problem but we consider that it marks a very significant move in the relations between the Forest Service and the program and thus can be counted clearly as a reduced barrier.

We were unable to fully reduce three other barriers in this sector, that of difficulty to access the FFN by the CR, the complexity of using the “convention-type” to access technical assistance from de-concentrated (regional) government technical services and for CR to raise local taxes on the use of NR on their community lands / managed forests. Nonetheless, some significant progress on moving these barriers forward has made and the first two barriers especially will be reduced after the forum on forest management in November 2005.

Barriers related to the integration of herders/transhumants in local management:

In last year's annual report, it was stated that during all community-level RT without exception that problems related to community control of damage caused by herders especially transhumants, have increased. During

⁶ Sène, Abdou (2005): Study of actual and potential sources of revenue for rural communities coming from the management of natural resources

⁷ For example, in a report for internal use by the Forest Service (Study of Forest Finances in Senegal by Alpha Djigo, 2003) and in a WN intern's report (Emilien Dubiez, 2004) as well as following the personal experience of a WN facilitator.

the same discussion forums, it was made clear that neither the CR, supposed to be able to manage the NR, nor the herders, that possess access rights to pasture resources and to water, knew the legal texts. Thus WN undertake a study and analysis of the different texts. The conclusions were clear and four major barriers selected for reduction (see the table). During the fiscal year 2004/2005, we have been able to reduce one barrier – considered as the most important of the four – that of the lack of consideration of livestock within the perception of improved land use. At the local level we were able to rectify the problem by the insertion of clauses in different local codes and conventions developed with the communities, confirming herders rights to grazing land and to access water points. But it is to be underlined that the problem persists outside of WN's zones and must be taken into consideration during the future development of a Pastures Code. Such a code is currently absent. We have worked as a member of the CdeC for livestock, coordinated for a long period by DGL-Felo, and the members of the CdeC have brought pressure to bear on the Livestock Department to develop a code specifically for livestock. Until then, WN has trained a large number of members of many different communities in sound management practices of pastures and water points (see the R&R component) and has in cooperation with the training component has started to develop information tools, based on relevant texts, for use at the community level. These two community activities, together with concerted lobbying at ministerial level (Ministry responsible for Livestock) for the development of a code, will be continued during the upcoming year.

Barriers related to local forest management activities:

The R&R component of WN seeks to assist local populations to make use of the powers transferred to them concerning community-level NRM. To do this, we have carried out activities to develop and deploy local conventions/codes followed by training in their use after translating them into local languages. However, the abilities of CR to ensure that legal status of codes/conventions remained to be tested. Thus in March 2005, the CR of Tomboronkoto, that possesses a local convention duly signed into law by the “sous-préfet” following technical approval by the Forestry Department, brought strong opposition to the same “sous-préfet” when he attempted to provide independent authorization to several persons to exploit community resources and especially to cut trees. Members of the community complained to the representative of the Forest Department who forced the “sous-préfet” to rescind his authorization. This small story represents a very important « success story » and counts as a barrier reduced.

Barriers related to the flow of information concerning local forest management activities:

WN supports the DEFCCS in its ambitions to link all different levels of the Forest Service by network⁸. This assistance was carried out in cooperation with DFI, another program of USAID. The work in progress targets two large barriers accounted for in other areas of this section (improvements in data collection concerning the origins of violations discovered by forest agent, and the reduction in the number of “unofficial” taxes imposed during the road transport of natural products.

Barriers related to the financial treatment of woody resource:

With the progress made by R&R in establishing tools/capacities for local NRM and with the first forest management plan awaited in the near future, it is clear that WN must anticipate support to communities for the management and sustainable use of wood-based resources. For this reason, we undertook a study of woody resources sub-sectors (especially charcoal but also craft wood and fuel wood)⁹ which served to show avenues to follow in order to help communities better prepare for future activities based on woody resources, once management plans are in place. The study analyzed the relevant texts, proposed among other items the most profitable means to sell woody resources from managed forests (auction sales/sealed envelopes, etc.) and helped WN to begin to develop a list of important barriers for reduction. Among the most important barriers, we have adopted as priorities those listed in table 3, but it is to be noted that the third barrier was

⁸ Sène, Abdou (2005): Project for linking the Forest Service by network: Needs assessment (in French)

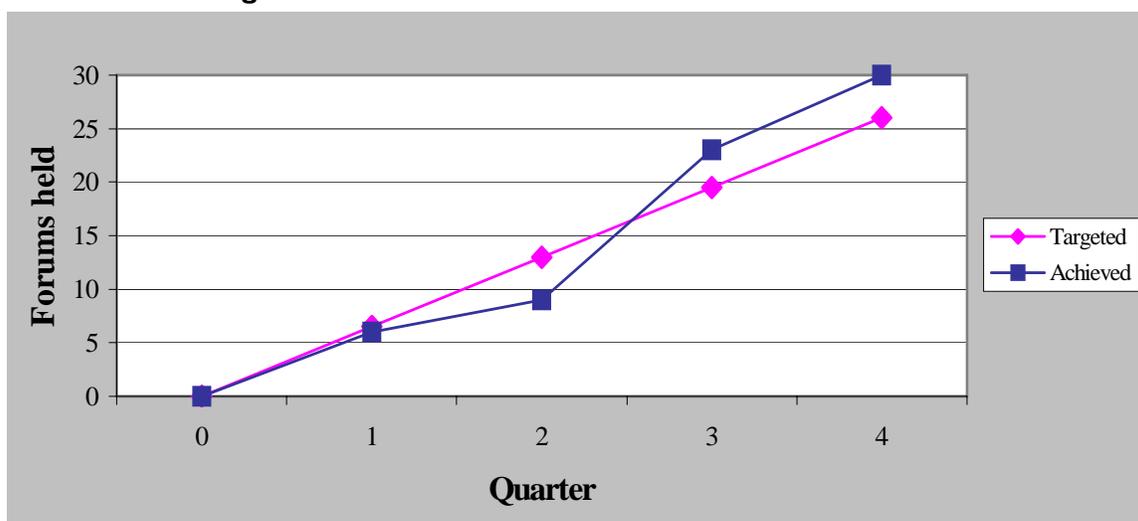
⁹ Djigo, Alpha (2005): Study of the potential for rural communities to increase their revenues by the sustainable use of woody resources

added following a request received from the IREF of Kolda. As activities have only recently started, we have not yet been able to reduce any of the barriers. Work will really get underway with the Forum on Forest Management Plans programmed for November 2005.

5.2.2. DISCUSSION PROCESSES

This result measures the different discussion processes, termed discussion forums (CdeC) or round tables (RT), in which detailed dialogue occurs with participants concerning perceived problems, solutions, anticipations, etc., and especially for sustainable NRM. Discussion sessions are held at the national, regional and community levels and are based on specific or general topics. Dialogue activities represent the most important source of information for identifying barriers to be reduced.

Figure 22: Number of discussion forums in 2004–2005



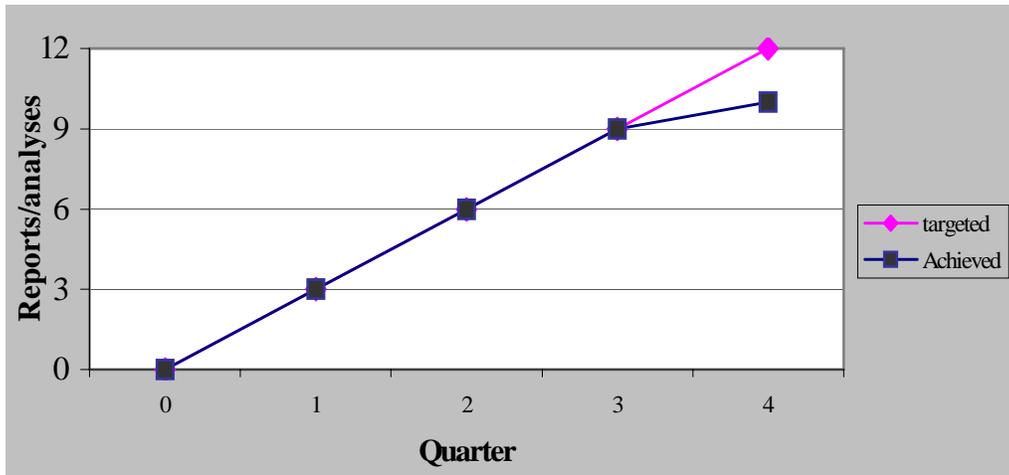
During the past year, WN was able to establish a total of 30 new CdeC: 23 at the community level, especially based in the CR of Kolda, and 7 at the regional or national levels. These figures marginally exceed the numbers anticipated at the start of the year.

Details of the different discussion forums held during the fiscal year 2004/2005 are presented in table 3. At the community level, CdeC covered three major themes: organization (for example, on the development of local conventions locales with community participation), specific subjects base don market chains / economic interest groups (for example, with herders concerning the management of conflicts) and on general subjects (normally used at the start of policy activities in new zones). At the national and regional levels, we concentrated on themes concerning specific policy interest areas (like forest finances and local conventions) or market chains (like the palm oil or madd sub-sectors). During the year we were able to achieve all predefined targets.

5.2.3. EVALUATIONS, STUDIES AND POLICY ANALYSES

The component developed and distributed a total of 10 reports and analyses related to its policy activities (see table 3 for details). This figure is slightly lower than the contractual target for the year (12 reports/analyses to be developed) but the difference comes from the fact that during the previous year, WN developed a total of 14 reports instead of the eight reports targeted. Among the reports this year, the most interesting are certainly those related to the analyses of legal texts (see the documents listed at the bottom of the page developed with Abdou Sène and Alpha Djigo) and on the definition and choice of barriers related to the large themes being followed by the program.

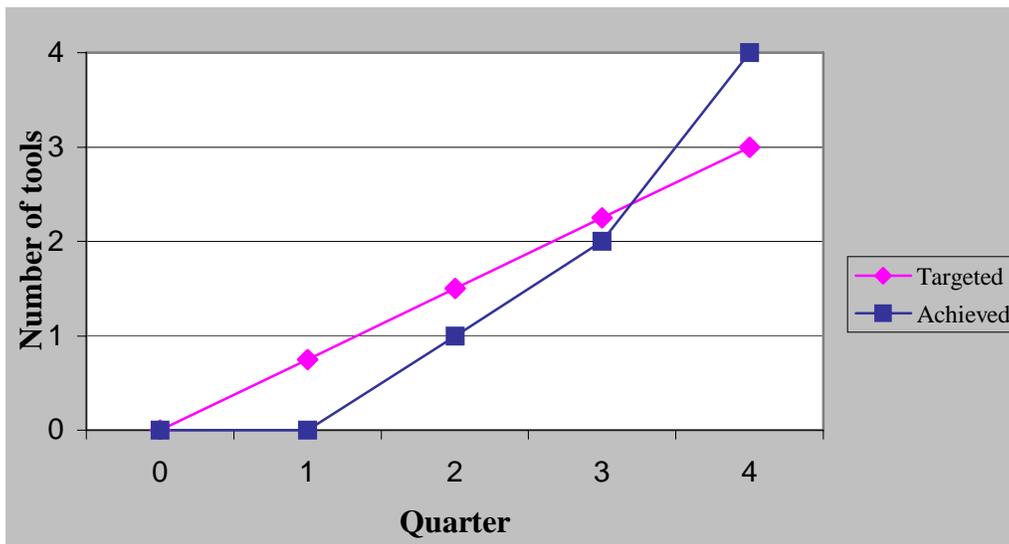
Figure 23: Number of reports and analyses 2004–2005



5.2.4. TOOLS / INFORMATION SYSTEMS

WN targeted the establishment of a total of three tools and/or information systems to support policy activities and reduce barriers during the year 2004/2005 (figure 24). By year-end we had been able to complete the development of a total of four with the promising start of a fifth (strengthened capacity, both technical and in equipment, of the BIC of the IREF in Ziguinchor).

Figure 24: Number of tools/systems developed in 2004–2005



We have continued to develop community-level tools for assisting during the training and capacity building of the local population, especially in the areas of hunting, livestock and sources of revenues coming from natural resources. With the plans already in place for 2005/2006, WN does not anticipate any problems in achieving this contractual result.

5.3. CONSTRAINTS, OPPORTUNITIES AND PERSPECTIVES

The policy component did not encounter any major difficulties except for the amount of time that the head of the component had to provide to activities related to his role as interim COP during a period of 8 months.

On the positive side, the component was able to put in place several important foundation stones for the two years that remain on the program and these should ensure that a significant number of legal, regulatory and administrative barriers will be reduced, especially in those activities directly related to the deployment of management plans and the start of functional activities in various market chains related to woody forest products, and especially charcoal.

6. CROSSCUTTING ACTIVITIES

The three technical components of the program are supported by several crosscutting components. These are: coordination and management, small grants, training/literacy and MERA. None of these components directly targets any program contractual results. The following four sections provide the principle results for each of the components.

6.1. COORDINATION AND MANAGEMENT

From October 2004 through June 2005, the program functioned without a COP. During the period, the head of the Policy/MERA components, based in Dakar, was obliged to adopt an interim role. Even with the enormous efforts provided by the interim, the management of field activities and of the personnel suffered from the situation. It was only in June 2005 that a new COP was recruited. At the same moment other changes occurred in the personnel of the team with the recruitment of a Deputy COP, a Coordinator for the Facilitators and an Assistant for Monitoring & Evaluation and Geographic Information System, all based in Tamba. These are all posts that did not exist in the original program organigram. The head of Administration was replaced and the contract of the specialist in literacy was not renewed. The temporary absence of the accountant (IRG) during four months of maternity leave should also be mentioned.

The strengthening of the team required an extension to the offices of the program in order to provide sufficient office space, and the revision of the terms of reference of certain members of technical and administrative staff. To better organize the work, the new team developed a Procedures Manual that was presented during a General Assembly that brought together all members of the team in July 2005. This meeting allowed the team to develop a common understanding of the future based on a series of fruitful discussions.

The assembly allowed an analysis of the management of the program, especially its administrative and technical aspects. As a result, WN developed a strategy for the future role of facilitators, notably for cooperating with technical services in the field. Technical and administrative problems encountered by the facilitators in the field were also surveyed and discussed. After the general assembly, a committee presided by the COP helped to solve the most urgent problems. For improving the efficiency of the team, an important number of staff will begin computer courses during the month of October.

Weekly planning meetings were brought in and these have resulted in improvements in the programming and execution of program activities while facilitating synergy between the different components. Furthermore, the institutional memory of the program is being developed by the arrival of an intern archivist and he is helping to improve the classification and archiving of documents.

As far as the facilitators are concerned, the program's field team is actually composed of 31 facilitators of which seven are female and four are Assistant Coordinators occupying a supervisory role. Since May 2005, a number of actions have been introduced to improve the operations and efficiency of the field agents. The most important are as follows:

- Modification of presence with a redeployment of certain facilitators to various zones where the numbers present was too low in comparison to the needs for assistance;

- Leadership capacity building for the Assistants Coordinators via a course held for them based on leadership and communication;
- Improved planning and analytical capacities of the facilitators by a reformulation of their planning system and the adoption of improved planning tools;
- Capacity building for facilitators based on their major field activities and systematic recording of improvement (by the production of manuals, guides and training modules);
- Improvements in the capacity of the facilitators to conceive and develop highly participative activities, notably by their initiation into techniques for animating and training.

It is also important to report improvements in collaboration in the field of facilitators and technical services, especially with forest agents, achieved by putting in place a mechanism for including systematically the agents in training, planning and field activities.

The extension of the program to Ziguinchor led to the recruitment of three facilitators and the redeployment of an old facilitator promoted to be their assistant coordinator. In Ziguinchor, the program has had the opportunity to develop its new vision for collaboration with partners. Within this framework, Forest Department Brigade Chiefs are trained at the same time as the facilitators on program approach to strategic intervention (participative approach, process for developing and using local conventions, etc.). Furthermore, the program has begun to install equipment into the Inventory and Mapping Unit of the Regional Inspector's office of the Forest Department in Ziguinchor, financed by a small grant.

6.2. SMALL GRANTS MANAGEMENT

The small grants funds contains a total of a million dollars and of this total, \$181,500 (99,825,088 FCFA at 550 FCFA = 1\$) has been provided to a variety of partners notably public institutions, NGOs and CBOs contributing to undertaking actions targeted by the program in order to achieve our results. During this year, a single grant was given from several requests received due to the temporary suspension of the activity.

With the arrival of the new COP, a reflection was carried out to determine the conditions and means of providing small grants in order to improve their management and use. Based on this reflection, a new strategy for small grants was developed, centered on being more pro-active and providing more responsibility to component heads and facilitators to work closely with grant requests in order to obtain the results targeted.

Additionally, and bearing in mind that the small grants fund could be used to provide a guarantee fund, the program, seeking to ensure the sustainability of its main activities, anticipates beginning work with credit via small grants. For this reason a credit consultant was employed to help develop a strategy. Activities achieved during 2004-2005 can be summarized as follows:

- Revision of the array of small grants documents by the new COP in order to harmonize the understanding of the means by which the small grants functions;
- Development of an explanatory note for the procedure to be followed for treating grant dossiers using the new approach;
- Reception and analysis of ten grant requests of which only a single one was financed;
- Establishment of a grant monitoring committee;
- Provision of finance for 27 small grants for a total of 99.8 millions FCFA since the start of the small grant component.

6.3. TRAINING

This area of the program was marked by two major activities during fiscal year 2005, led by the two field component (R&R and RE): creation and development of producers networks in market chains targeted in the zones of Tambacounda, Kolda and Kédougou; and the start of the process to introduce local conventions and codes into intervention zones of de Koussanar, Tambacounda and Kédougou. It is around these activities that training activities during 2005 were structured.

6.3.1. CAPACITY BUILDING FOR NETWORK MEMBERS

Networks constitute the major innovation for the efficiency and productivity of those enterprises that are active within the principle market chains. Establishing them required several training activities based on simple modules, as follows:

- i. **Network creation:** Creation of networks in the new zones of Kolda to ensure an efficient horizontal integration.
- ii. **Group dynamics:** Formalizing and restructuring networks and EIG so that they become dynamic actors in their respective markets.
- iii. **Entrepreneurial capacity:** Training in accounting/marketing, cost calculation using GERME techniques to strengthen networks and dynamic EIG and help them become type b enterprises.
- iv. **Processing of products:** Training of EIG, WPG and processing enterprises in value-added techniques such as producing beeswax, transforming fonio to “instant” fonio, baobab fruit into powder, jujube to cakes.
- v. **Production techniques:** Training in such techniques as gum tapping, madd harvesting, fonio and moringa production, in order to ensure the sustainability of the natural stock and to increase the volume.

The two presidents of the bouye and mbepp gum networks participated in a training session at P.I.S.M.R.R on the organization and management of community-based organizations (CBO). Equally, eight processing enterprises in Dakar received training in HACCP – techniques for hygiene control during product processing. These activities aided 14,376 producers and network members.

6.3.2. INSTALLATION OF LOCAL CONVENTIONS AND CODES

The process began around the classified forests of Paniates and Ouly and in seven partner CR in Kédougou and equally was underpinned by intense training activities to build capacities in the following areas:

- Reactivation of the CVD and CIVD in Koussanar;
- Creation and structuring of the CAC in Kédougou;
- Roles and responsibilities of members of the CAC;
- Training of monitoring committees in bushfire fighting and pastures management.

It should be noted that elected leaders and members CBO in a dozen rural communities that are partners of the program in Kolda were trained in decentralization and NRM in partnership with the IREF of Kolda.

6.3.3. FACILITATOR TRAINING

The training of the facilitators was not intensive this year with more of an accent being placed in capacity building for partners. Nonetheless, several activities were carried out mostly for facilitators in Kolda who had just started to work on the program, as follows:

- Initial facilitator training in Kolda in partnership with CLUSA;

- Facilitators training in Kolda on MERA and in using the household questionnaire;
- Initiation of facilitators in Kolda and Tambacounda in the use of GPS in cooperation with the BIC of the IREF of Kolda and Tambacounda;
- Group training of facilitators in Kolda and Tambacounda in participative forest management in cooperation with the USDA Forest Service;
- Retraining of facilitators and training of coordinators in leadership skills.

6.3.4. COMMUNICATION

During 2005, the principle activity was the start-up of an agreement with RTS-Tamba for radio emissions that had stopped following the departure of the COP. The agreement for Kolda could not be started, while in Kédougou “Radio Dunya” lacks a sufficiently wide radio coverage to reach the program’s target populations. In Ziguinchor, an emission of 90 minutes in French and in Diola was animated to mark the start of program activities in that region while we await the future signing of an agreement with RTS. Contacts are also being put in place with the community radio of Bignona to bring us closer to our targets.

6.4. MONITORING, EVALUATION, REPORTING AND ANALYSIS

The M&E component of MERA targeted four major series activities during the year:

- To continue M&E activities in the region of Tambacounda
- To develop and begin the MERA system in the region Kolda
- To build partner capacity
- To carry out relevant data analysis activities and to provide feedback. A fifth series activities were added during the year:
- To modify data collection processes and to verify results following the internal audit of USAID.

6.4.1. M&E ACTIVITIES IN THE REGION OF TAMBACOUNDA

The three activities listed in the annual work plan for 2004/2005 were undertaken as planned:

- WN indicators were revised to ensure that they were closer to the definitions of the program’s contractual results. This exercise was carried out with the program’s technical team and allowed small revision to the terminology of a few indicators and these small changes will have negligible impact on the comparability of results before and after the modifications.
- Following the modifications, the program’s M&E Manual de S-E was revised as well as a few data collection sheets.
- Retraining of Tamba’s facilitators in M&E activities, concerning the revisions to indicators and data collection sheets, occurred during the consultancy of CLUSA/Mali experts.

6.4.2. DEVELOPMENT/START OF MERA IN THE REGION OF KOLDA

Following the recruitment of facilitators for the region of Kolda and before the intensive start of activities in the intervention zones, the MERA system that had been tried and tested in Tambacounda was installed in Kolda. The following activities were carried out:

- The new facilitators in Kolda received formal and on-the-job training in their roles within the MERA system, the use of the M&E manual, data collection sheets, the socio-economic questionnaire, field data collection and data quality control.

- The household survey was carried out by the facilitators within 300 randomly selected households in the four intervention zones of the program. The data have been entered and the analyses started. The survey served also to collect some baseline data for certain key indicators (such as the source and levels of household income),
- Geographic data for the region was collected with the assistance of the CSE and EROS Data Center. Maps of certain forests in Kolda (as with Tamba) were developed and used by the program,
- Training in MERA was provided to forest agents in Kolda during an initial presentation of WN's activities in the region.

6.4.3. PARTNER CAPACITY BUILDING

- As indicated above, training in MERA was provided for forest agents in Kolda
- Training in auto evaluation of new recipients of small grants did not occur as no small grants were awarded during the year (except that to DEFCCS for the evaluation of hunting zones)
- Training in GIS/remote sensing for agents of different IREF in the three regions started or is programmed following the recruitment of the assistant MERA coordinator who is an expert in GIS.

6.4.4. ANALYSIS AND REPORTING ACTIVITIES

Several important activities are to be found in this category that encompass pure M&E activities and other activities to support the management and program reporting. The most important activities carried out during the year were the following:

- The household survey in the region of Tambacounda was completely analyzed and seven reports (on different themes) put together into a single document. This document represents an important source of regional data that is in the process of being widely distributed,
- The analysis of the survey from Kolda has started well and two reports are already available (in draft format: Policy knowledge and source and levels of household revenues). The production of other titles in the series is planned for the periods from October 2005 to end February 2006
- The program has started to check on needed revisions to the M&E manual (something that must be done periodically) and especially the data collection sheets.
- WN has improved the delivery of its periodic and contractual reports thanks to continual support from the MERA unit and other senior members of the program
- WN supported a journalist from the radio in Tambacounda to produce emissions dedicated to program activities.
- MERA has continued to assist the R&R component in the development of large-scale maps for certain of the classified and community forests where the program is active.

6.4.5. RESPONSE TO SUGGESTIONS OF THE INTERNAL AUDIT OF USAID

An internal audit of USAID took place in the third quarter of the year and WN rapidly responded to all the recommendations by:

- WN recruited an assistant MERA coordinator responsible for M&E field activities and who will eventually take the place of the heads of the component (and of the policy component) when his contract in Senegal finishes in February 2006,

- Missions to verify the quality of data collected by facilitators in the field were made (it should be stressed that internal verification missions predated the audit) and methods of data collection and quality control in the field were strengthened,
- The database for storing indicator data was revised and brought up to date.

ANNEX I: AN EXAMPLE OF A “SUCCESS STORY”

THE LOCAL CONVENTION IN THE RURAL COMMUNITY OF TOMBORONKOTO

Challenge

The rural community of Tomboronkoto forms part of the twelve rural communities in which the program Wula Nafaa is active in the department of Kédougou, the region of Tambacounda. Situated near to the Niokolo Koba National Park, the CR of Tomboronkoto has numerous potential forest products of which *Saba senegalensis*, or *madd* in the local language, a prized product but that is the object of poor harvesting techniques by the population. This harvesting can be summed up in terms of picking the fruit before they are ripe, uncontrolled lopping of vines and branches, together compromising the availability of the resource and where the loss is accelerated by bushfires. At the commercial level, the lack of organization of the fruit gatherers means that the revenues obtained from *madd* are limited, especially since it is the banabanas that fix the purchase price. At the social level, conflicts are frequent events between pickers and herders, many being born of resource destruction by the herds.

Initiative

Using its approach based on the sustainable management of natural resources, Wula Nafaa's two field components, Rights and Responsibilities and Economic Benefits, the Wula Nafaa Program began its activities in 2004 in the rural community of Tomboronkoto. Thus a local convention was developed in a participatory manner with all actors concerned contributing and it provided for improved *madd* harvesting rules. In reality the convention is a management tool containing rules that fix the dates for harvesting and the techniques to be used as well as preventative measures to protect against bushfires and livestock damage.

Once the conditions for sound management of the natural resources was established with the support of the Rights and Responsibilities component, the Program developed by means of the Economic Benefits component the means to establish the sound marketing of the *madd*.

Results

The convention has allowed production to be increased, while guaranteeing its sustainability. A fund, coming from harvest permits of marketed products, was established to support resource regeneration activities. Harvesters are now organized into networks that fix prices and organize marketing activities aimed at large cities such as Dakar, thus reducing to zero the hold of the banabanas on the transactions. This situation now allows the population to request price levels that are profitable.

QUOTE

"I have harvested *madd* for ten years during which we were always with many difficulties. Production was low and prices highly variable. Certain people cut the vines or completely chopped down the supporting trees in order to harvest the fruit and thus the production was falling from one year to the next. Up to 2003 I earned 60,000 FCFA, equivalent to 48 sacks sold at 1,250 FCFA per sack – a level far and away too low to allow me to maintain my large family. Now the situation has changed since the local convention was applied to allow a better management and increased profits from our products. This new form of organization has allowed me to establish a turnover of 320,000 F CFA (128 sacks sold at 2,500 FCFA per sack), during the harvest of 2005. This gave me a net profit of 245,000 FCFA. This income has allowed me to buy two mattresses in Tambacounda at 50,000 FCFA for my wives, to pay for medicine against malaria during the rainy season with three mosquito nets treated with insecticide for a total of 50,000 FCFA. The remainder has served to provide food for my family".



Souleymane Bayo, from the Village of Badou, Harvester of *madd* and Member of the Animation and Discussion Unit for the local convention of Tomboronkoto.

ANNEX 2: LOCATION OF FACILITATORS

Intervention Zones – Region of Tambacounda (from 2005)	
Departments	Rural community
Bakel (3 facilitators)	Kothiary (1 facilitator), Koulor (1 facilitator), Bala (1 facilitator)
Tambacounda (6 facilitators)-Assistant coordinator of the facilitators (1)	Koussanar (3 facilitators), Sinthiou Malème (1 facilitator), Malème Niani (1 facilitator), Missirah (01 F)
Kédougou (1 facilitator) - Assistant coordinator of the facilitators (1)	Saraya, Missira Siramana, Khossanto (1 facilitator)
Kédougou (3 facilitators)	Tomborokoto (1 facilitator), Bandafassi (2 facilitators)
Kédougou (1 facilitator)	Salémata (1 facilitator)
Intervention zones – Region of Kolda (from July 2004)	
Departments	Rural communities
Vélingara (2 facilitators)	Bonconto, Linkéring (1 facilitator), Sinthiang Koundara (1 facilitator)
Kolda (2 facilitators) - Assistant coordinator of the facilitators (1)	Pata, Ndorma (1 facilitator), Saré Bidji (1 facilitator)
Sédhiou (2 facilitators)	Tanaff (1 facilitator), Karantaba (1 facilitator)
Sédhiou (3 facilitators)	Diendé (1 facilitator), Sakar (1 facilitator), Bambali (1 facilitator)
Intervention zones – Region of Ziguinchor (from 2005)	
Departments	Rural communities
Bignona (3 facilitators)	Mangagoulack (1 facilitator), Diégoune (1 facilitator) and Tenghory (1 facilitator)
Ziguinchor (1) Assistant coordinator of the facilitators	

ANNEX 3: DOCUMENTS PRODUCED DURING THE YEAR

A3.1. ECONOMIC BENEFITS

Documents developed:

- Report of the discussion forum for *Madd*, Kédougou (November 2004).
- Discussion forum for palm oil: Final report (June 2005).
- Facilitation and organization of a Round Table for the cashew nut sub-sector (June 2005).
- Intern's report: Survey of the production of fonio leaders (April 2005).
- Market study for baobab fruit powder (fruit of *Adansonia digitata*) (May, 2005).
- Market study for fonio: Principle report (February, 2005)
- Mission report for the reformulation of the Wula Nafaa Program's literacy strategy (May, 2005)

A3.2. RIGHTS AND RESPONSIBILITIES

Documents developed:

- Facilitator training report on NRM technical sheets
- Local code and management agreement for the classified forests of Paniates, Ouly, Bala Est, Bala Ouest (signed)
- Local code for the community forest of Koulor (signed)
- Local code for the community forest of Bonconto (approved)
- Local code for the community forest of Saré Bidji (approved)
- Local convention for the rural communities of Salémata, Saraya, Kothiary, Missirah Sirimana, Bandafassi, Tomboronkoto, Goudiry (approved and signed)
- Guide for forest management
- Guide for local conventions

A3.3. POLICY

Documents developed:

- Perspectives for Hunting in Senegal (Diop & Marks, October 2004),
- Policy, regulatory or administrative barriers related to hunting in Senegal (Marks, November 2004)
- Analyses of texts concerned with pasture use and principally for transhumance (Touré, January 2005).
- Study of the actual and potential sources of revenue for rural communities originating from the management of natural resources (Abdou Sène, February 2005).
- Study of the potential for rural communities to increase their incomes from the sustainable use of woody resources (Alpha Djigo, May 2005).
- Needs assessment of the Project to provide a network for the forest service (Abdou Sène, May 2005).
- Various translations of legal texts and local conventions into national languages
- Analysis of the household survey in the region of Kolda: Household knowledge of the policies controlling natural resources (Marks, September 2005).

A3.4. CROSS CUTTING ACTIVITIES

Documents developed:

- Analysis of the household survey in the region of Tambacounda: contribution of livestock to household revenue and information on the management of community pastures (Marks, December 2004)
- Analysis of the household survey in the region of Tambacounda: contribution of agriculture to household revenues (Marks, February 2005)
- Monitoring, Evaluation, Reporting and Analysis system: Analysis of the household survey in the region of Tambacounda (Marks, 2004/2005). This document regroups into a single book all seven of the documents developed from the household questionnaire from the Region of Tambacounda.

ANNEX 4: CONSULTANTS AND INTERNS

The program has used or benefited from the technical assistance of several consultants during the course of the year.

A4.1. ECONOMIC BENEFITS

Short-term Technical Assistance

- Mamadou Fall, consultant, Market study of *bouye* powder (June 2005)
- Abdoulaye Ndiaye, consultant, Market study of fonio (February 2005).
- Action Sud, Consulting company, Discussion Forum for oil palm, consultant (April 2005)
- Groupe CAM, Consulting company, Discussion Forum for *madd* and cashew nuts (November 2004 and May 2005)
- Djibril Ba (final report not yet completed)
- Andee Davidson (final report not yet completed).
- Abdérahmane Djiré, consultant, Evaluation of Literacy and Local Conventions and facilitator training in Leadership.

Interns

- Alpha Diallo, technique for the production of traditional fonio – and identification of leading producers.

A4.2. RIGHTS AND RESPONSIBILITIES

Interns

- Pathé Baldé, limitation, inventory and parcel definition in the community forest of Bonconto (February 2005)

A4.3. POLICY

Short-term Technical Assistance

- Abdou Sène, Study of the actual and potential sources of revenue for rural communities originating from the management of natural resources (February 2005).
- Abdou Sène, Needs assessment of the Project to provide a network for the forest service (May 2005)
- Alpha Djigo, Study of the potential for rural communities to increase their incomes from the sustainable use of woody resources (May 2005).

A4.4. MERA

Interns

- Sadio Fall Coulibaly, Data entry and analyses of the household survey in Kolda (March 2004)
- Mamadou Sangharé, Archivist (October 2005)

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