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AGRICULTURE - NATURAL RESOURCE MANAGEMENT PROGRAM – WULA NAFAA

FINAL REPORT

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ACRONYMS

ACASEN	Cashews of Senegal (Acajoux du Sénégal)
AG/NRM (AG/GRN)	Agriculture/ Natural Resource Management (Agriculture/Gestion des Ressources Nat.)
ANT	Agriculture Non Traditionnelle
BDS	Business Development Services
BFC	Baobab Fruit Company
BIC	Inventory and Mapping Office (Bureau Inventaire, and Cartographie), regional level
CAC	Extension and Coordination Unit (Cellule d'Animation, and de Concertation)
CCGF	Community Forest Management Committee (Comité Communautaire de Gestion Forêt)
CdeC	Multi-sector Coordination Meeting (Cadre de Concertation)
CIVD	Intervillage Development Committee (Comité InterVillageois de Développement)
CIVGD	Intervillage Management and Development Committee (Comité InterVillageois de Gestion, and de Développement)
CIVGF	Intervillage Forest Mgmt Committee (Comité InterVillageois de Gestion de la Forêt)
CL	Local Collectivity (Collectivité Locale)
CL	Local Convention (Local convention)
CLUSA	Cooperative League of USA
CMS	Mutual Credit (Credit Mutuel du Sénégal)
CSE	Ecological Monitoring Center (Centre de Suivi Ecologique)
CVGD	Village Management and Development Committee (Comité Villageois of Gestion and of Développement)
CVGF	Village Forest Management Committee (Comité Villageois de Gestion of la Forêt)
DEFCCS	Directorate of Waters, forests, game, and soil conservation (Direction des Eaux, and Forêts, Chasse, and Conservation of Sols)
EB (RE)	Economic Benefits Section of WN (Retombées Economiques)
EW	Enterprise Works
FFN	National Forestry Fund (Fonds Forestier Ntl)
GIE	Economic interest group (Groupement d'Intérêt Economique)
GIS /SIG	Geographic Information System
GP	Producer Group (Groupement de producteurs)
GPB	Baobab Producers' Group
GPC	Charcoal Producers' Group (Groupement de Producteurs de Charbon)
GPF	Women's Promotional Group (Groupement de Promotion Féminine)

GPFo	Fonio Producers' Group (Groupement Producteurs fonio)
GPL	Mbepp gum Producers' Group (Groupement de Producteurs de gomme mbepp)
GRN	Natural Resource Mgmt (Gestion Ressources Naturelles)
HACCP	Hazard Analysis Critical Control Points (Analyse/Contrôle of points critiques)
IREF	Regional Forestry Inspection office (Inspection Régionale des Eaux, and Forêts)
IRG	International Resources Group
ISRA	Senegal Agricultural Research Institute (Institut Sénégalais de Recherche Agricole)
MEPNBRLA	Ministry of the Environment and Protection of Nature, Dams, and Artificial Lakes (Ministère de l'Environmt, and de la Protection de la Nature, des Bassins de Rétention et des Lacs Artificiels)
MERA (SERA)	Monitoring, Evaluation, Reporting, and Analysis section (Suivi, Evaluation, Restitution, Analyse)
MIS (SIM)	Market Information System
NR (RN)	Natural resources (Ressources Naturelles)
NTA (ANT)	Non-Traditional Agriculture
NWP (NRP)	Nature, Wealth, and Power (Nature, Richesse, Pouvoir)
OCB	Grassroots Community Organization (Organisation Communautaire de Base)
PAF	Forest Management Plan (Plan d'Aménagement Forestier)
PDA	Personal Digital Assistant
PMP	Project Monitoring Plan (Plan de suivi des réalisations)
POAS	Land Use and Zoning Plan (Plan d'Occupation, and d'Affectation des Sols)
PSPI	Projet Systèmes de Production Intégrés
PTA	Annual Workplan (Plan de Travail Annuel)
RC (CR)	Rural Community (Rural Community)
RR (D&R)	Rights and Responsibilities section of WN (Droits, and Responsibilities)
RTS	Radio Télévision du Sénégal
RT/CE	Technical boss/ head of exploitation
SAGIC	USAID-funded program Support for Accelerated Growth and Increase Competitiveness for Trade
S-E	Monitoring and Evaluation (Suivi-Evaluation)
SO (OS)	Strategic Objective (Objectif Stratégique)
TOR (TDR)	Terms of Reference (Termes de Référence)
SRN	Natural Resources Guard/ forest guard
UCIVGF	Union des Comités Inter Villageois de Gestion de la Forêt
USFS	United States Forest Service
USAID	United States Agency for Intl Development
WN	Wula Nafaa Program (AG/GRN, AG/NRM)

EXECUTIVE SUMMARY

This final report presents the activities carried out from February 2003 to May 2008; activities oriented toward achieving contract results of the Agriculture and Natural Resources Management Program or Wula Nafaa (WN) 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. In mid-execution, the Program was integrated into the economic growth program, justified through its marketing and natural resource management features.

The global objective of the Program has been to contribute to poverty reduction and to sustainable local development by increasing rural communities and producer revenues through handing responsibility to local authorities and encouraging decentralized, integrated, and participatory resource management. Reaching this objective is linked to simultaneously addressing three components of the development paradigm that is promoted in all countries by USAID: **Nature, Wealth, and Power**.

NATURE: The Rights and Responsibilities component of WN worked with various aspects of NR management. Under WN, more than 2.6 million hectares of lands including forests are now under a better system of management.

The Program has put 20 Local Conventions in place that have been approved by the local authorities; it has also initiated several pilot land use planning exercises in the Rural Communities (RC). These tools provide for rational and decentralized natural resource management and help to reduce the number of conflicts introduced by incompatible or competing uses of resources.

The five years of the Program were highlighted by the development of a methodology to formulate participatory forest management plans (FMP) in three community forests totaling 77,000 hectares. An important feature of this approach was the integration of an administrative and financial management system (the GAF) that defines procedures for collecting and spending revenues generated from forest taxes.

In state forests, collaboration with the Forest Service resulted in a local code and a “co-management” plan for two forests covering more than 60,000 ha.

In collaboration with the United States Forest Service (USFS), guides for writing Local Conventions and FMPs were produced, as were a study for improving forest-level inventory and a sawtimber inventory.

WEALTH: In the program areas, villagers are generating substantial revenues from management of natural resources: more than 5,000 local partners increased their revenues by nearly 80% due to WN facilitation through its Economic Benefits component. In 32 Rural Communities (RC), WN collaborated with villages and collaborators to establish and support profitable and replicable systems through an effective marketing strategy that raised revenues and motivated RCs to adopt improved, sustainable NR management practices.

Field-based facilitators worked closely with local community members, helping to link producers with buyers, supporting horizontal and vertical relationships in value chains for 12 natural products including baobab fruit, cashew nuts, fonio, and mbepp gum. They also promoted sustainable management techniques.

The Program trained more than 4,000 rural enterprises. It increased direct revenues from natural resources and non-traditional agriculture by 1.7 million dollars and revenues from exports by more than 2.3 million dollars or 954.5 million FCFA.

POWER: From the policy point of view, WN’s Policy component managed to reduce 33 barriers out of 34 targeted. The Program invested much effort on addressing key barriers by changing laws by organizing and participating national workshops (forest fiscality and taxation, hunting leases, transhumance). The component uses dialogue a processes of consensus-building frameworks and round tables (RT) to bring stakeholders together and discuss in-depth the problems, solutions related to sustainable management of NR. RT discussions provided the most important source of information in the identification of barriers to address. Between 2003 and 2008, WN put 101 RTs together at the community level and 32 at the national level.

Supporting studies also assisted in reaching the component's goals. The accent was placed on studies linked to problems inherent in partner Rural Communities, especially in the topics of good governance and forestry fiscal issues.

Supporting activities: All the Program components were supported on two main sub-components: small grants, and training/communication.

Small grants reduced the risks and investment costs to local organizations that are normally associated with technological innovation in the processing and commercialization of new products. Combined with other assistance from WN, the grants also helped enterprises to obtain financing from other sources.

Training offered during the 5 years of WN dealt with diverse themes from good governance to production and processing techniques for target products.

Constraints that cut across activities included the long time required for reducing barriers to sustainable NR management; after all, WN's role was that of facilitator, not lawmaker. Another constraint was the fact that local populations and elected officials were unfamiliar with the content of regulatory texts; often a low level of literacy exacerbated this constraint. Also, some partners took too long to carry out certain activities.

Although the statistics of results obtained are significant, even more important was that a solid foundation for sustainable development has been put in place and supported by an increasing consciousness of NRM issues that will balance the growing demand for revenues by resource users. This foundation is solid because it was built at the same time as improved administrative and regulatory environments, functional local institutions, and organizations using proven production techniques. The growing network of local and public-sector opinion leaders will assure that development takes the proper direction.

These are the results that will assure the sustainability of the structures and systems put in place by Wula Nafaa. They will contribute to the continued use of best management practices by our Senegal partners at all levels.



The head of "Economic Growth" for USAID, Peter Trenchard, and Matar Cissé, the first National Coordinator, with the facilitators of Wula Nafaa.

I. INTRODUCTION

Five years ago, when Wula Nafaa Program began, Senegal's natural resources were in drastic decline. As in many other sahelian countries, disempowered rural populations were stuck in a perpetual cycle of poverty and land degradation, with no possibility for controlling access to resources or even for investing in sustainable management. Then USAID called on International Resources Group (IRG), Cooperative League of the USA (CLUSA), and Winrock International to help reverse the cycle.

IRG introduced the triad NATURE-WEALTH-POWER (NWP) as an innovative approach to reduce the challenges posed by the cycle of poverty and natural resource degradation. Since then, thanks to the expertise of IRG and a close collaboration with communities, public services, and the private sector in Senegal, Wula Nafaa's first phase recorded a smashing success. The concept of NWP is taking root, and a huge change is taking place in rural Senegal, setting the stage for a promising second phase.

Wula Nafaa, also known as the Agriculture Natural Resource Management Program, is financed by USAID Senegal and working under the direction of the MEPNBRLA. Implementation began in 2003 in the Region and Department of Tambacounda with the objective of "contributing to the fight against poverty and to the rational, sustainable management of natural resources" in targeted zones." The actions of the Program were to contribute in a long-term way to the creation of revenue sources or to increase revenues of rural populations, while building capacity of local institutions so they could take charge and responsibly manage natural resources (NR) as provided for in the law. The intervention area of Wula Nafaa (WN) was then extended through the Tamba Region from 2004, and to the Regions of Kolda and Ziguinchor between 2005 and 2006. In all, after five years of phase 1, the Program has covered 32 Rural Communities (RC). The map of these RC is presented on page 6.

To reach its objectives, the Program developed and implemented an approach based on that described in the box "Nature-Wealth-Power.

To implement the concept of NWP, Wula Nafaa organized its intervention around three components, each of which takes charge of one of the three links to successful development. Thus Rights and Responsibilities addresses the Nature link; Economic Benefits for Wealth; and Policy is linked to Power. The basic hypothesis is that in order to attain the global objective of the Program, a synergy and inter-relationship needs to be built around these three links. Thus WN's different components act in synergy; their activities and results complement and reinforce each other.

The three components are supported in their work by cross-cutting activities of training and communication, monitoring and evaluation, and small grant management. A key to making it this unique approach work is the employment of facilitators based in the villages, providing the advantage of offering assistance close to the clients.

During the last five years, in collaboration with the technical services (especially the Senegalese forest service), the Program developed 20 Local Conventions and three forest management plans (FMP); assisted 4,180

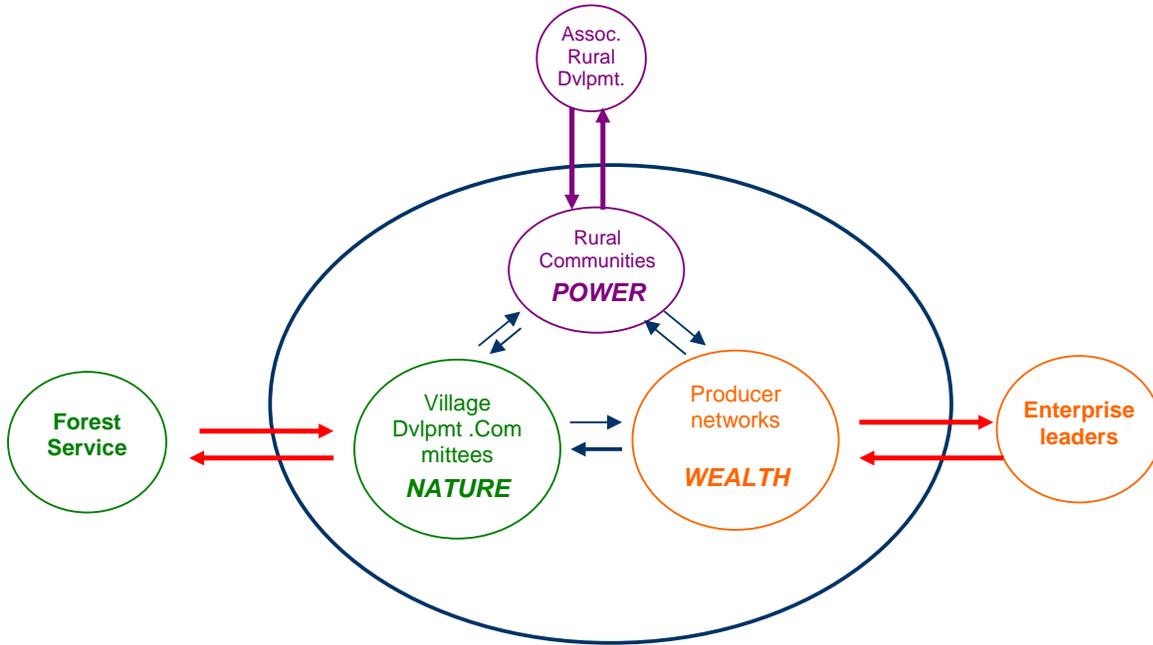
Nature, Wealth, and Power



IRG's approach to the challenges to development posed by access to Nature, Wealth, and Power, was born from a wealth of experiences and lessons learned during 30 years working in the natural resources sector in the Sahel. As the principal co-architect of the concept with USAID, IRG is especially suited to go in-depth with application of lessons learned to new sectors, and to assist in catalyzing changes in natural resource management, the poverty cycle, and governance.

producer groups in 11 market chains to increase their revenues; and reduced 33 policy or administrative barriers. These results have led to the development of models whose replicability can no longer be doubted.

This report attempts to present the highlights of Program components, key results, lessons learned, and future perspectives that have emerged after five years of activity and reflection.



Wula Nafaa's integration of NWP into program components

2 NATURE: SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES (RIGHTS AND RESPONSIBILITIES COMPONENT)

2.1 CONTEXT

Agricultural, pastoral, and silvicultural resources are interdependent but they have different management requirements. The best land uses must be chosen in a way that respects intrinsic land capabilities and that is also holistic. Assigned land uses must consider potential interaction between permitted activities and the interests of the different users. The community must develop the skills to manage the resource, which implies that members must have the power to control its use and to limit access according to basic irrevocable principles that are decided by consensus.

In five years of field implementation, the Rights and Responsibilities component has validated that the causes of the deterioration of Senegal's environment: land conversion, incompatible and unsustainable land management, overcutting trees, illegal cutting of trees, and poaching -- are all due to the lack of planning and lack of control over access to natural resources. This lack of planning and control affects the exploitation of forests, the last refuges of terrestrial biodiversity in Senegal, and their clearing for agriculture.

2.2 APPROACH OF THE RR COMPONENT

The Rights and Responsibilities component uses a rural, multi-sector/decentralized approach. Its goal is to secure resources belonging to local populations by enabling more responsible control and management. The importance of the role of local populations in land management has been known for decades. This is why Wula Nafaa based its approach on handing responsibility to local collectivities to manage in partnership with government technical services, while explaining forestry laws in extension work -- laws that have been in the books for years, but whose content remains poorly understood by key actors.

The RR component's activities in the last five years have been oriented toward:

- Support to village groups and local organizations involved in area-wide management, protection of NR, and increasing NR productivity: Sustainable vegetation productivity is achieved by protection activities like early burning, and by improving yield on existing farmed land as on WN's demonstration plots of fonio;
- Support for the development and implementation of Local Conventions in Rural Communities;
- Assisting the local population in every step towards the writing and implementation of Forest Management Plans (FMPs);
- Production of guides on the steps for writing PAFs and Local Conventions, in collaboration with the United States Forest Service.

2.3 RESULTS AFTER FIVE YEARS

2.3.1 LOCAL CONVENTIONS

A Local Convention is written at the Rural Community (RC) level. It is a set of conservation rules based on a complete protection of sensitive ecological zones, respect for these zones, buffers around watercourses and ponds, and protection of threatened species. The rules document natural resources in the CR and consider their long-term existence.

Wula Nafaa has supported the implementation of **20 Local Conventions** that cover **2,767,900 hectares**. These conventions have been deliberated and approved by administrative authorities. In their implementation, the Rural Community that is the limit for application is divided into zones following social, cultural, historical, and traditional ties, in addition to biophysical characteristics. Thus, in certain locations, the management zones take on traditional names; for example, the Fouta, the Lower Niokolo, the Middle Niokolo. The innovation of the conventions is to reconcile the traditional with the modern. This is why, in drawing up rules, traditional practices of conservation and management are included when possible.

The management zones reflect local development plans in the collectivities. They are supervised by natural resource management (NRM) committees.

All of the conventions supported by WN are in the implementation phase, with functioning surveillance committees for each zone. These committees are directed by guards who supervise and coordinate surveillance.

In the context of the decentralization policy and transfer of responsibility for NRM to local collectivities, tools for making decisions and resolving conflicts related to use of space and resources have been developed and promoted by WN. One tool is a guide for writing the Local Conventions. The steps contained in the guide are presented in Appendix 2.

103 grass-roots community organizations received training in themes such as setting up management zones, use of management tools, financial and administrative management, forest surveillance, and good governance.

The steps for writing and implementing the Local Convention are premised on handing responsibility to local collectivities. Their participation is a forgone conclusion contained in the law. That is why they must carry out the process, with support from WN and the technical services.

The guide's steps are written to be adaptive to the local context. For example, it is not required to re-do an activity that has already been carried out in another context, such as when a zoning exercise has already taken place for the Local Development Plan. The guide is simply a reference for different users: technical services, administrative authorities, local elected officials, NGOs, and other programs.

2.3.2 THE LAND USE PLAN (POAS)

Local Conventions have provided the environment for the implementation of innovative land use plans known as the "*plans d'occupation et affectation des sols*" or POAS. The POAS is a management tool for biodiversity and natural resources: it includes a component for drawing permanent lines around habitats and forests in the Rural Community, thus avoiding potential land conversion to agriculture in critical areas. The strategy is being applied to place boundaries around community forests in Mangangoulack and Koussanar, and boundaries have already been placed around a forest in Sakar.

The POAS is like a lead-in to the Local Convention, which is in turn a lead-in to forest management plans. This discovery has been made as WN introduced the different processes in its areas of intervention.

The contents of a POAS include:

- Consensual rules for managing space and resources within the RC;
- Maps that support consensus-building and decision-making;
- Modules oriented toward nature, wealth, and power issues; and

- A description of how the rules will be monitored and applied.
- The objectives of the three pilot POAS that have been written with support from WN are:
- Identify local land appropriations on the map; and
- Integrate production activities including agriculture, livestock raising, forestry, fishing, hunting, and eco-tourism.

METHODOLOGY TO WRITE THE POAS

- (1) **Handing over responsibility to local collectivities** (Authorization and deliberation by the Rural Council; signature of a memorandum of understanding defining roles, responsibilities, and powers of the signatories: the Rural Community, the overarching Arrondissement, decentralized state technical services, the Rural Development Association, and Wula Nafaa)
- (1) **Environmental study for the zone of intervention** (Physical condition of the environment, socio-economic environment, social organization, exploitation practices, attitudes towards the environment, bibliographic and mapping references, participatory diagnostics)
- (2) **Decisions on and validation of rules to finalize the POAS** (Rules on land use and allocation based on mapped themes, with particular emphasis on the interaction of Hagriculture and herding through facilitated workshops in each zone; rules are discussed, amended, and validated with support from lawyers and sociologists)
- (3) **Capacity-building** (map reading, facilitation of meetings, rural diagnostics, conflict resolution, comprehension of the rules, methods of monitoring)

The process of writing the POAS has led to the establishment of three community forests.

Pilot POAS leading to community forests

Rural Community	Region	Area of forest created (ha)
Sakar	Kolda	14,000
Koussanar	Tambacounda	40,000
Mangagoulack	Ziguinchor	1,990

2.3.3 INNOVATIONS IN FOREST MANAGEMENT

Through the Rights and Responsibilities component, WN supported local collectivities in putting 77,000 hectares of forested land under community management, following the laws and regulations enacted in Senegal to promote such forests. The forests are in Koulor (39,200 ha), Sita Niaoulé (18,000 ha), and Saré Bidji (19,800 ha).

Under community management, local populations organize themselves into committees that act as village, inter-village, and RC associations.

In the case of charcoal exploitation, the prerogatives that the committees have are validated by the signature of memorandums of understanding at the start of each charcoal-producing season. The presidents of the uppermost management structures sign protocols approving the arrangements made for charcoal production, acting as local administrative authorities and employers.

In each management unit, committees have access to mechanisms and tools for controlling the cutters and their activities in the forest. Thus, the management structures exert powers that heretofore were reserved for the forest service, which are to collect and approve requests for exploitation of forest products submitted by local and external producers.

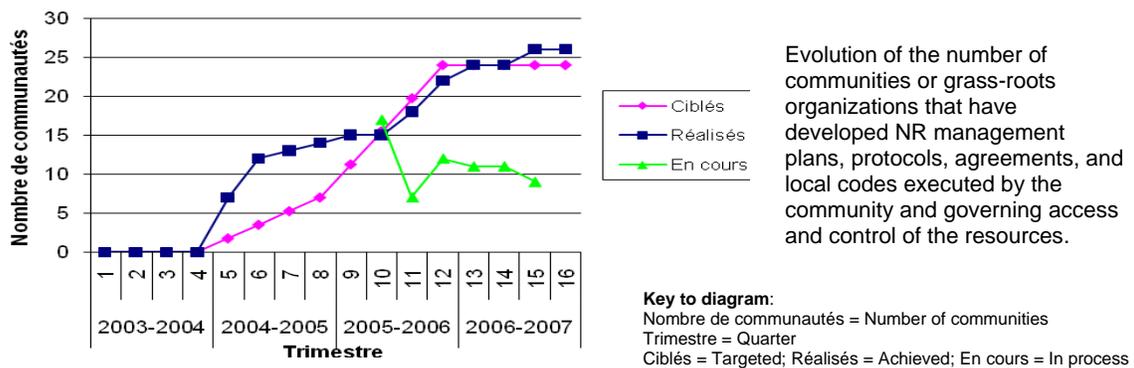
The power of local populations is visible in that they have responsibility for putting conservation strategies in place on their lands. With this in mind, the people organized themselves with the support of Wula Nafaa into **surveillance committees** (as described above for the Local Conventions) in order to control exploitation.

Communities are still involved in the delivery of cutting permits by the forest service. Before the intervention of WN, this process was completely non-participatory. Today, delivering a permit is conditional on presenting a record of production and a voucher handed over by the surveillance committees, proving that the forest product is within the managed zone and that the taxes have been paid by block managers.

The fund created by collecting taxes is used by management structures to carry out projects they design within the annual workplan. These projects were traditionally carried out by forestry agents: tree planting, paying forest guards, and fire fighting.

Besides just substituting for the government in certain cases, the management committees of community forests may invest in Rural Council projects that include building and rehabilitating community structures. The examples provided by the community forests of Koulor, Sita-Niaoulé, and Saré Bidji show that handing over responsibility for management of natural resources and forests can be the optimum way to do business.

The management committee for block 2 in Sita Niaoulé is using the village's share of tax funds to rehabilitate the bridge in Fougoulou on a road that is important for evacuating market products in the zone.



WRITING MANAGEMENT PLANS (FMPS) FOR COMMUNITY FORESTS

The process of writing FMPS in a participatory way was first started in the Rural Communities of Koulor and Missirah in Tambacounda Region.

In **Koulor**, because the populations were not sufficiently informed of the ecological aspects of management plans, controversies arose among herders who feared that FMPS would reduce the area available for grazing. These fears dissipated after meetings and informal discussions that allowed them to better understand and accept the benefits of FMPS in terms of rational forest use.

Today, at the end of the first phase of the Program, some herders have become charcoal producers and three functional groups are active in producing and marketing charcoal. In the past season, four truckloads of 300 sacks each were produced and contributed to the national charcoal quota, representing an injection of 5,730,000 FCFA into local economy through producers. This would have been impossible without a FMPS.

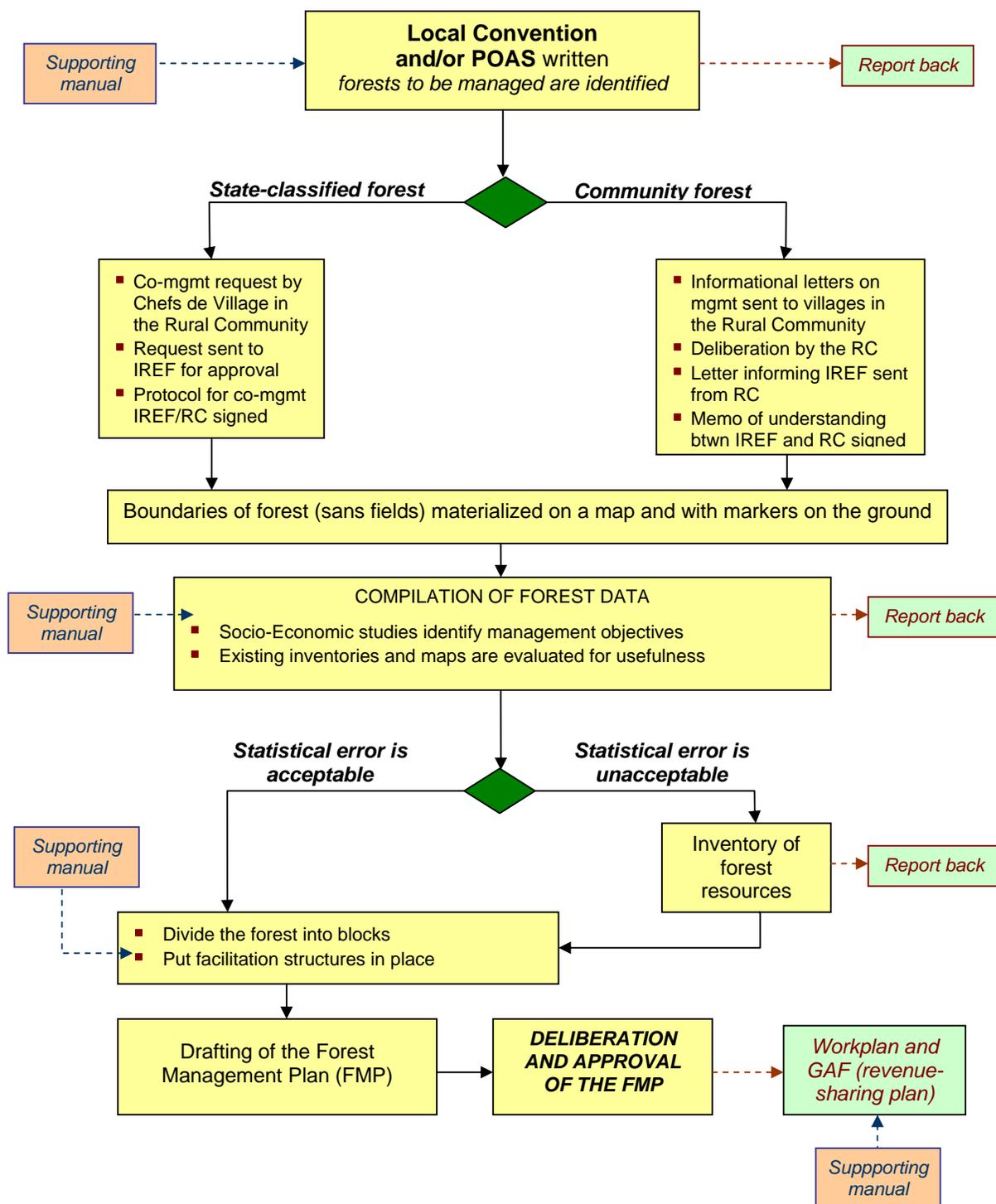
In **Missirah**, the Program helped locals finish writing their FMPS. It shifted the position of tree cutters from employees of operators to permit-holders contributing to the quota. The Program helped them obtain credit to finance transport needed to get their product to the market in Dakar.

2.3.4 GUIDE FOR WRITING FOREST MANAGEMENT PLANS

The experiences of Wula Nafaa in the various forests of Koulor, Saré Bidji, and Sita Niaoulé led to developing the “**Guide d’Elaboration d’un Plan d’Aménagement**”, supported by the U.S. Forest Service (USFS). The target audiences are WN staff, Senegalese foresters, and partners in the Rural Communities. It will assist them in all phases of writing FMPs as they adapt the process to their local context and socio-economic realities. The guide is being proposed as a model for the national level under the direction of Service des Eaux et Forêts.

The diagrammed process and the timing of steps are presented in the guide as follows.

Timing of steps in writing a Forest Mgmt Plan



N.B. In the case where the forest to be managed is identified outside a POAS or Local Convention, a protocol or local code regulating forest activities is formulated directly with the Regional Inspection

STEP	MONTH:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1. IDENTIFY THE FOREST WHILE DRAWING UP A LOCAL CONVENTION AND/OR A LAND USE PLAN (POAS); Report back on results to the population		X	X	X	X	X	X	X	X										
2. DO EXTENSION WORK WITH VILLAGES ON THE PROCESS OF LAND MGMT		X																	
3. CREATE A LEGAL INSTRUMENT THAT ALLOWS MGMT RESPONSIBILITY TO BE TRANSFERRED TO THE CONCERNED VILLAGES (Letters requesting co-management, approval by Forest Service, drawing up a protocol)		X	X	X															
4. MARK BOUNDARIES ON THE MAP AND IN THE FIELD AFTER EXCLUDING AGRICULTURAL AREAS							X	X	X										
5. CARRY OUT A SOCIO-ECONOMIC STUDY TARGETING FOREST MGMT ISSUES; Report back on and correct the doc										X									
6. COMPILE EXISTING DATA AND MAPS FOR THE MANAGEMENT PLAN; Report findings to the villages involved		X	X	X															
7. INVENTORY FOREST RESOURCES; Report results back to villages involved											X								
8. DIVIDE THE FOREST INTO MANAGEMENT BLOCKS												X							
9. SET UP ORGANIZED COMMITTEES WITH LEADERS TO WRITE THE MGMT PLAN										X									
10. PUT THE FMP TOGETHER													X						
11. GIVE LEGAL STATUS TO THE FMP													X						
FOLLOWUP: DEVELOP A WORKPLAN AND THE DOCUMENT FOR ADMINISTRATIVE AND FINANCIAL MGMT														X	X	X	X	X	X

2.3.5 ADMINISTRATIVE AND FINANCIAL MANAGEMENT DOCUMENT (GAF)

Activities supporting the implementation of the GAF

In each of the three sites with a community forest to be managed (Koulor, Sita Niaoulé, and Saré Bidji), the following accompanying activities were carried out:

- **Conception, drafting, and adoption of a document for administration and financial management:** After a series of decentralized meetings in the communities, and sometimes with limited workgroups, the GAF was drafted.
- **Setting up management structures:** In total, 73 village committees, 14 block management committees, and 3 community committees were set up for the three sites.
- **Training of the management structures in procedures and tools in the GAF:** Training addressed officers in the various block management committees (the CIVGF, CGB, and UCIVGF); in the community management committees (CCGF and CZG); and representatives of the representatives of the Rural Councils. In total, 114 committee members, including 6 women, were trained.



A training session for block management committees in GAF tools in the RC of Koulor. Members of the Rural Council as well as producers are brought into the training so they can better democratize the procedures and tools in the GAF.

- **Design and installation of GAF tools:** With the help of a grant, the various committees were provided with work documents (notebooks, paper, registries) and furnishings (work tables, storage cabinets, chairs). Each block management committee has budgeted for a functional office and to replace management supplies as needed.
- **Design and implementation of a method to monitor management committees:** Technical assistance in support of the GAF and monitoring its implementation are demanding obligations that require everyday attention at least for the first six months. To provide this attention in an efficient way, the Program provided each of the three forest sites access to three field facilitators. They work in close collaboration with the CBF.



The UCIVGF management committees for Saré Bidji work out their proposed projects for the annual work plan and budget for 2008.

Women are in the committees and they participate fully in meetings and training sessions.

- **Technical assistance to the block management committees in drafting and implementing annual work plans and budgets for 2007-2008:** The management committees were trained and assisted in writing and evaluating their work plans (PTA) and associated budgets for 2007. Once drafted and approved, these documents were evaluated before proceeding to drafting 2008 documents. This exercise permitted a more realistic planning and budgeting that better respected the limits imposed by the process. For example, in Koulor and Missirah, the committees opted to plan their expenses strictly on the basis of tangible revenues collected, favoring a more realistic and objective approach.

RESULTS FROM THE COMMITTEES' 2007 ANNUAL WORK PLAN AND BUDGET EXERCISES

In the opinion of a block management committee chair in Koulor, "In the history of NRM, this is the first time that we see village committees provided with materials and furnishings for work on the basis of money generated by themselves. Up to now, it was always projects and other donors who subsidized this exercise. I remember that we criticized the program back at the beginning for refusing to buy us bicycles and other needs, but now, we have to say that they were right: we have the capability to buy them ourselves. When Program facilitators told us that they were not going to give us fish, but rather teach us how to fish, we thought that was a way to say that they would not give us money like many other projects. At one point, we were even angry with Wula Nafaa, thinking we could not get to where we are today. We are completely proud that the supplies we have bought are because of our own efforts, even if we have been trained and supported by the Program for them."

These results concern the mobilization and utilization of financial resources by the committees. In the following tables the data relative to executing the 2007 forest management committees in the three sites are presented.

Synthesis of receipts and expenses of the block management committees for the three community forests

Site	Total revenues (FCFA)	Total expenses (FCFA)	Total in bank acct (FCFA)
Koulor	7,280,975	184,775	7,096,200
Sita Niaoulé	5,882,499	110,000	5,772,499
Saré Bidji	183,100	88,430	94,670
Total	13,346,574	303,205	12,963,369

The taxes collected on these revenues were distributed as presented in the table below.

Distribution of the taxes collected from 2007 revenues by block management committees

Site	Total in bank acct (FCFA)	Forest Management Fund share	Rural Council share	Villages share	Mgmt structures' operating costs	Motivation RT/CE et SRN
Koulor	7,096,200	4,257,720	709,620	709,620	709,620	709,620
Sita Niaoulé	5,772,499	3,463,994	577,249	577,249	577,249	577,249
Saré Bidji	94,670	56,802	9,467	9,467	9,467	9,467
Total	12,963,369	7,778,021	1,296,336	1,296,336	1,296,336	1,296,336

The contribution of the GAF to improved governance in the targeted Rural Communities

Conceived to govern forest management and resources, the GAF has contributed to improvements in governance in the Rural Communities of the three community forests. The most significant improvements have been:

- Association of different segments of the community in decision-making and planning of forest resource use;
- Setting up a management system based on consensual procedures and tools that are available and verifiable at any time by community members;
- Growth in the interest in Rural Councils and reinforcement of their competence in NRM;
- Improvement in inter-community communication for NRM purposes;
- Creation of a NR management module that is democratic and transparent;
- Developing a system that improves synergy between community players and technical services, especially the Forest Service;
- Increased financial capacity and competence on the part of the Rural Councils and committees to deal with costs linked to NRM activities; creation of revenues for the functioning of various entities in the community structure (Rural Council, Village Committees, forest guards).

At the three forest sites, the committees have mobilized a total of 13,346,574 FCFA in the 2007 budget, of which 60% or **more than 7 million FCFA** is for investment in activities that will directly impact the protection or regeneration of the forest. The remainder, more than 5 million FCFA, is shared between the Rural Council, operation of the management structures, and motivating the guards in villages around the forests.

CARRYING OUT ANNUAL WORKPLANS AND BUDGETS FOR 2007

At the end of the 2007 season in the target sites, the Rural Councils received more than 1.3 million FCFA out of the taxes collected by NRM committees. The taxes collected allowed management structures in Koulor and Missirah to acquire 16 bicycles for the field bosses and the forest guards to move around, and to buy uniforms for the guards so that the population could easily identify them. It is also important to note that neighboring villages are starting to benefit from taxes collected by the CGRN in terms of repairing roads used to market products, an activity that used the 10% that was reserved for village use according to the GAF.

2.3.6 CO-MANAGEMENT OF FORESTS

In the context of forest co-management with the Forest Service, the Program targeted the classified forests of Bala-Est, Bala-Ouest, Paniates, Ouly, and Balmadou, each of which now has a land use map thanks to the support of the Centre de Suivi Ecologique (CSE). Considering the time and volume of work required to set up forest management and implement it in the local collectivities, the Rights and Responsibilities component opted to assist in drafting a “Local Code” for Balmadou and a co-management plan for Paniates. The Local Code is in the deliberation and approval phase, and forest surveillance committees have been put in place in each Rural Community. In the classified forest of Paniates (40,900 hectares), the component supported socio-economic studies that finished up with feedback at the community and inter-community levels.

2.3.7 SAWTIMBER INVENTORY PROGRAM FOR THE COMMUNITY FOREST OF SARÉ BIDJI

Rights and Responsibilities component carried out an inventory of sawtimber in the community forest of Saré Bidji with the BIC agents from Kolda and an inventory consultant. Satellite images donated by one of Wula Nafaa’s collaborators, USGS/EROS Data Center, were used as the basis for delimiting strata and vegetation composition criteria. This exercise modified the 1955 Yangambi system of vegetation classification, which is the most-used system in Africa to describe phytogeography and forest strata.

A hundred plots were point-sampled in the forest. Forest-level software is nearly ready to analyze the data. The results from the inventory analysis will provide an estimation of a sawtimber species and their level of regeneration in Saré Bidji. If the method proves acceptable, it will be extrapolated to other forests in the Kolda and Ziguinchor regions.

Extrapolated data were furnished to Wula Nafaa during the first years of the Program by PROGEDE via their national inventory data in the SIEF. These data have been indispensable in producing management plans in a short timeframe, to satisfy the Forestry Code requirement that an inventory must be in place before exploitation may begin. Likewise, the Centre de Suivi Ecologique or CSE fulfilled many initial needs for maps of the forests undergoing management plan writing. It is thanks to these forms of collaboration that Wula Nafaa was able to produce block and parcel maps in time to finish at least a minimum of FMPs.

2.3.8 BAMBOO HARVEST PLAN

The community forest of Saré Bidji is a traditional bamboo-producing zone in Senegal. The area occupied by the bamboo stands is around 1,760 ha or about 10% of the area of the forest. The area has a potential 4 million stems large enough to cut each year based on a 4-year rotation, enough for 200,000 panels (known as “*crintings*”). Wula Nafaa has put a bamboo management plan in place with the regional Inspection des Eaux et Forêts in Kolda. The plan establishes the maturity of the stems at 3 to 5 years, using the 4-year rotation with a selective cut. A separate sub-division will not be necessary if the cutting rules are respected (selective cutting of one quarter of sizeable stems each year; respecting a minimum diameter; cut dead stems before live ones; cut at the end of dry season through the beginning of the rains), so that the same charcoal-cutting blocks and parcels already drawn for the forest will be used.

The criterion for height of the cut is dictated by ethnic group: Mandingues cut stems at ground level while the Cognadjis cut them at 50cm from the ground, with the idea that fires will not harm taller regenerating coppices. Until more research on this possibility is carried out, both methods are mentioned in the plan.

2.3.9 REGENERATION AND PRODUCTIVITY

The Program is committed to good resource management which implies that production capacities of vegetation types can be sustained after removals and with assisted regeneration methods. Together with the volunteers of the U.S. Peace Corps, the Program has put tree nurseries in place at the block level for the forests managed under WN and in the zones where there are Local Conventions in place.

60 ha were planted in the forests of Paniates, Ouly, and Bala-Ouest, thanks to 11 grass-roots community organizations.

3,781 improved Ténéra oil palms were also germinated in Ziguinchor.

A strategy is to be developed for assisted regeneration that will allow young shoots to get through the difficult dry season with its devastating bush fires and overgrazing.

1077 villages or communities have carried out activities to increase productivity: building firebreaks, fighting fires, or planting trees.

To entrench sustainable management and the implementation of rules written into management documents, WN has insisted on putting local natural resource guard systems in place as described above in the sections on Local Conventions. The guard system's objectives are the application of laws and local codes and the verification on correct implementation of FMPs.

Rights and Responsibilities assisted in setting up model sites where the production techniques were judged to be exemplary. Local producers are presently implementing these techniques.

ASSISTED MBEP AND BAOBAB REGENERATION

The species *Sterculia setigera* (mbep) and *Adansonia digitata* (baobab) have a definitive economic importance in WN market chains. Many supported networks and credit activities are based on their products. Unfortunately, these two species also have very poor regeneration rates.

In compliance with the Nature, Wealth, and Power approach, the producers have received plant production materials (seeds, watering cans, pots, shovels, and wheelbarrows) and hands-on instruction from a Peace Corps volunteer and two Forest Service employees, in addition to support from CLUSA facilitators.

7,000 gum seedlings and 3,000 baobab seedlings have been produced in Paniates Classified Forest for enrichment planting there. Koussanar's community forest is also being enriched with 500 *Sterculia* and 100 baobabs.

3,781 improved pre-germinated Ténéra oil palms were also planted in Ziguinchor.



***Sterculia* nursery**



Tree planting in the community forest

2.3.10 INDICATORS FOR CONTRACTUAL RESULTS: RIGHTS AND RESPONSIBILITIES COMPONENT

Indicators for contractual results	2003	2003-04 target actual	2004-05 target actual	2005-06 target actual	2006-07 target actual	Oct. 07- mai 08 target actual	Total ¹ : target actual
1. Number of communities or OBC that undertake activities to increase productivity of NR	150	450 470	900 923	1500 1013	2000 1073	0 1077	2000 1077
2. Number of communities or OBC that enter into formal arrangements for co-managing lands	0	0 0	7 7	7 1	0 0	3 0	17 8
3. Number of hectares covered by mgmt plans for NR that are overseen by the community and recognized by the law (Local Conventions)	0	0 0	1 791 839 N/A	1 277 967 2 457 993	0 114 094	0 195 809	3 069 806 2 767 896
4. Number of hectares covered by NR management plans and recognized by the law (community forests)	0	0 0	0 0	80 859 39 214	18 392 0	0 37807	99 251 77 021
5. Number of communities that received training in NR surveillance, development of local codes, and/or conflict management	8	22 15	25 16	25 38	10 18	5 16	95 103
6. Number of communities or OBC that developed NR management plans overseen by the community, protocols, agreements, or local codes that govern access, utilization, and protection of NR	0	0 0	7 16	17 4	0 4	5 4	29 28
7. Number of regional units whose mapping and inventory skills have been improved	0	1 0	2 0	2 3	1 0	0 1	6 4

¹ Depending on the contractual result or target, the total can be an additive sum for each year or a cumulative for all years.

2.4 CONSTRAINTS

- Participation by the rural councilors was lacking, causing problems in the process of implementing Local Conventions, FMPs, and GAFs. Another source of blockage was the failure by some of the Presidents of the CRs to deliberate the documents in a timely way.
- Lack of participation by state technical services in the process was a barrier in the beginning of the program. The resulting lateness getting management plans in place caused some serious teeth-gnashing on the part of donors.
- There is a problem of local appropriation of the content of Local Conventions because the local populations and their elected officials are not familiar with the legal texts. Available reference documents are in French, while the target population is frequently not literate in French.
- The level of literacy of members of the management structures is relatively low, and this poses a problem in mastering the tools contained in the GAF and the FMPs.
- The application of the Local Convention on the ground will not be easy as long as the populations have not benefited economically from it.
- There is insufficient collaboration between committees, the Rural Council, and forestry agents.
- Roles of certain key actors such as the chefs de village need to be defined.
- Presidents of management structures are not sufficiently engaged in the process, and this is the reason for a lack of spreading information down to the lower levels of the structures.
- Socio-cultural factors sometimes lead to decision-making on insufficiently objective bases;
- There are limits to motivation and goodwill; some positions require monetary compensation;
- The capacity for the Forest Service to adapt to and accompany the process, considering its limited staff and finances.

2.5 LESSONS LEARNED

- **Legal status of the forest guards:** If the legal status of forest guards can be clarified, their existence will be better accepted and the issue of remunerating their services will be resolved.
- **Training of NR guards:** The NR guards can only do their jobs correctly if they have some training in the domain of natural resource management.
- **Mechanism for generating revenues:** In zones where there are Local Conventions, activities that generate revenues are impatiently awaited as a condition for long-lasting adoption of the Local Conventions.
- **The land use planning exercise (POAS):** The POAS has proven indispensable as a prelude to drafting the Local Conventions and FMPs, as they allow a better assessment of the land and its resources, and a better decision-making process.
- **Protocol:** Signing a protocol that defines the engagements of the different players in the NRM process is a necessity for facilitating the drafting and implementation of Local Conventions and FMPs.
- **Setting up the administrative tools:** It is difficult to instill an entire set of tools and procedures in the management structures at one time. It is better to begin with the simplest tools, go through them one by one, and spend time on tools that are more formal and require a regular and correct application.
- **Roles of stakeholders:** A clarification of the role of the Chefs de village in the system is needed to avoid the risk of conflicts due to differences in level of education.

- **Capacity-building:** Training of committee members should be related to the need for immediate application of the subject learned; otherwise, there is a risk of losing skills taught and a continual re-training and capacity-building. Follow up and technical assistance must accompany training.
- **Motivation of management structure members:** Motivating committee members by paying allowances is the “Achilles’ heel” of the process. Even if it is difficult, it is a question that must be addressed at the beginning, directly and concretely, using simulations based on realities, rather than putting it off for later discussions.

2.6 PERSPECTIVES FOR THE FUTURE

- Develop the POAS in all Rural Communities where WN works.
- Develop a partnership with community and rural radio stations in order to sensitize the populations on rules and technical prescriptions contained in FMPs and Local Conventions.
- Revise the Local Conventions as needed to stimulate the addition of revenue-generating activities such as ecotourism, grazing permits, and administrative planning that will inspire the correct application of written rules.
- Write a protocol with the various partners (local collectivities, government technical services) describing their roles in the processes of writing resource management documents.
- Write Local Conventions in all the Rural Communities around the National Park of Niokolo Koba so as to create a consensus among the stakeholders there.
- Clarify the legal status of natural resource guards.
- Reinforce communications by using the mass media.
- Use the GAF system developed with the NRM committees in forest management areas as a model for national use, so that it can serve as a basis for working in all NRM programs and projects.
- Reinforce capacities of block management structures in terms of planning, budget-making, and support to regular meetings and evaluations with other actors in the administration.
- Improve functionary skills for animation and guardian committees (CVGF) as well as the structures for orientation and coordination (CCGF or CZG) so that the two types of structures can function as they should.
- Improve the democratic process in the implementation of the FMP by increasing the participation of women in the administrative structures.
- Identify, train, and mobilize resource persons capable of bringing challenges and technical assistance to management structures in accomplishing their missions.

MANAGEMENT OF COMMUNITY FORESTS

The Wula Nafaa program, through its Rights and Responsibilities component, initiates innovative activities that make local populations responsible for exercising their legally-bestowed rights to manage their forests. For the first time in the history of forest management in Senegal, community forest boundaries have been decided and marked on the ground after the people themselves identified the forests during the land use planning exercise called the POAS.

The POAS is a tool to assist in decision-making during analysis, planning, and management implementation of local spaces. It allows the Rural Community to identify current land use status so that production activities can be better integrated and cause less conflict. Part of the process involves regulating access to and utilization of natural resources in the RC.

In order to allow local populations to better own the management plan, they are first trained in reading forest maps covering their area, and they come to agree to exclude agricultural land from forest land in order to avoid conflicts in future land uses.

In this way, the people take responsibility for all the activities of the plan and reclaim their rights as they relate to the different government technical services including the forest service.

The main challenge of management does not lie wholly in the technical design phase, which responds to scientific norms that are sometimes unclear; but rather in its implementation.

In recognition of this reality, WN has put in place a set of measures that together form an Administrative and Financial Management guide (the GAF). The GAF provides for the proper functioning of management structures like the CIVGF; for transparency in utilization of funds generated by sustainable harvest; and for organization that allows strict respect of technical prescriptions in the management plan.

The establishment of a system of forest guards has allowed local populations to stop illegal charcoal production and to keep forest exploitation legal.



Cement boundary markers made locally at Sakar community forest



The local technical boss presents confiscated bicycles and charcoal to the Forest Service.

3. WEALTH: INCREASE IN REVENUES (ECONOMIC BENEFITS COMPONENT)

3.1 CONTEXT

The Economic Benefits component's principal ambition is to assist in the generation of revenues for small enterprises and rural producer groups. This is to be accomplished by expanding production and marketing of products coming from non-traditional agricultural crops (NTA) and from natural resources (NR). The success of the component's work is measured in terms of increases in the number and profitability of new and existing enterprises, as measured by volumes produced and whether the production methods used are sustainable and result in better NRM. During the life of the Program, barriers to commercializing and sustaining NTA and NR production were addressed at the field level and throughout the market chain for selected products: fonio and other non-traditional crops, charcoal, and non-wood forest products.

The component worked on organizing producers and enterprise group members and trained them according to demand. It reinforced capacity so that target populations could assume a greater role in the management of resources that they use and on which they depend for their livelihoods and well-being. The Program identified and supported the most dynamic and entrepreneurial of the producer groups and private sector operators in the markets it selected to work in. The aim was to allow these producer groups to become sustainable, well-managed community enterprises.

3.2 APPROACH OF THE ECONOMIC BENEFITS COMPONENT

The strategy of the component is increase the wealth of enterprises and communities that use natural and agricultural resources; to increase wealth, market chains need to be reinforced, and production rates need to be sustainable.

To reach the objectives assigned to the Economic Benefits component (EB), it adopted an approach based on the market chains for products and worked in synergy with the Rights and Responsibilities component. EB uses an approach based on Business Development Services (BDS), producer organization, development of relationships between producers and buyers, training, marketing support, providing access to credit, and partnerships.

Although EB specialized in increasing revenues of producers in targeted areas and for targeted products, the main reason for its existence is not only to fight poverty. It also contributes to formalizing forest and agricultural product market chains, it promotes a better management of resources by the users, and it results in a palpable increase in revenues from marketed products. Another aim is to reinforce or create financial resources from taxes and royalties for the benefit of the communities.

Economic Benefits component has achieved successes in enterprise development because it was addressed at the same time as the decentralization of resource management through activities of the Rights and Responsibilities component. Wula Nafaa saw very soon that to inspire changes in the way resources are exploited and to reverse degradation of the environment, it is not enough to simply provide information on how to improve management. Revenue generation is just as important as resource management; one cannot work without addressing the other. In addition, these two components are tied in with national-level policy if they are to be synthesized into a sustainable model for resource management and use. Thus WN has worked in synergy with the three components to achieve a balance of Nature, Wealth, and Power.

3.2.1 MARKET VALUE CHAINS AND BUSINESS DEVELOPMENT SERVICES

In order to choose from many possible products to target, Economic Benefits component began by establishing a grid for deciding on the product. To strengthen the chain, it identified the key actors, promoted partnerships, organized groups, and used consensus-building. The objectives are to develop relationships among stakeholders and to make work plans that guide the activities that will lead to formalizing and streamlining the market chains.

The Program worked with all the key actors in each market: transporters, brokers, wholesalers, processing centers, exporters, and others in the private sector.

Through facilitators in the field, Wula Nafaa provided solutions to blockages and issues. Since the market chains were mostly informal, WN assured the transition towards a model of Business Development Services (BDS) by turning some of the actors into service providers. This is illustrated by the facilitation of a liaison between enterprise leaders and producer enterprises, whereby producers are organized into groups so they can achieve economies of scale. WN also promotes communication among actors and efficiency in production. In some cases, it worked with emerging enterprises that were capable of furnishing services to others.

3.2.2 ORGANISATION OF THE PRODUCERS

The originality of the Program is that it set up networks or federations with collection centers to facilitate product gathering, information sharing, training in price negotiation, and quality control. WN greatly supported these networks because they are the ones who will assure the sustainability of provision of improved services (marketing, training, information, and others) for producer groups.

If a market chain is not reinforced along its entire length and becomes unbalanced, supply and demand will be poorly coordinated and the target products cannot be correctly marketed, which results in a stagnation of benefits. The program therefore worked with enterprises at both higher and lower levels of the chain.

WN's intervention offered assistance to organizations with no experience in forest product markets. These allowed producers to discuss their own prices, negotiate commercial contracts with buyers, establish collection points (supply depots), and contribute to conserving the resource.

3.2.3 EMERGING AND DYNAMIC ENTERPRISES

At the beginning of the program, more attention was given to new producer enterprises: individuals, households, economic interest groups (GIE), associations, and producer groups. These were typically weakly organized with poor management skills and little knowledge of adding value. Economic Benefits targeted these enterprises for organizational training, increasing revenues, and training in diversifying revenue sources. A typical target emerging enterprise for EB was the type that treats baobab seeds and fibers. Through various means of support, some of them have evolved into dynamic local businesses.

Dynamic enterprises are by definition those that have used their training to develop business plans and a marketing strategy, that have adopted improved production/harvesting/value-adding techniques, and that have negotiated commercial agreements with external partners. For this type of enterprise, the Program facilitated building processing units in the village so that they could serve as models of forest enterprises for other communities. This strategy was applied particularly to enterprises processing fonio, baobab powder, jujube, and cashew. What they had in common were weaknesses in management, marketing, quality control, and packaging. By building their capacity in these aspects, some were able to evolve into solution providers for networks or producers, and they have become market suppliers for national-level dynamic enterprises.

PROCESSING UNITS IN THE BAOBAB FRUIT MARKET CHAIN

The pilot processing unit established in Oudoucar to turn baobab fruit into powder gave rise to six new baobab powder and fonio enterprises in the Rural Community of Sakar, thanks to revenues that were generated: 820,000 FCFA in 2006, up to **2,481,250 FCFA** in 2008.

Dynamic national-level buyers of forest products, confronted with the problem of supply of quality produce, were able to reinforce their part in the market chain thanks to WN-supported processing units -- especially foreign buyers.

For the main market products such as mbep gum, baobab, madd, fonio, and cashew, Wula Nafaa innovated the drawing up and signing contracts between private sector partners and producers. This permitted buyers to achieve economies of scale and to collect greater quantities of produce at depots, while producers were able to raise their prices, regulate the season's production, and furnish higher-quality produce.

Koba Club I, the first lead enterprise assisted by Wula Nafaa for adding value to fonio, won the **Grand Prize of the President of the Republic** in 2008, receiving 20 million FCFA and agricultural materials. This GIE had made 500,000 FCFA available to its producers to finance fonio production activities before WN started working in credit access.

3.2.4 ACCESS TO CREDIT

In the past, enterprises active in the forest product and other market chains could not qualify for credit because decentralized structures were not aware of the existence of a profitable market in their products. But with the signing of an agreement with Credit Management Services (CMS) and the placement of a guarantee fund, some target groups were able to qualify for credit to finance their activities. The credit increased the autonomy of dynamic enterprises as much on the side of production as on the side of supplying markets -- particularly in the cases of charcoal, fonio, and cashew.

The level of reimbursement of credit loans has been satisfactory and CMS now considers that forest product-based markets can indeed be profitable.

EMERGENCE OF A LADY ENTREPRENEUR

Awa Beye, 58 years old, had been active in small informal markets. She decided to gain some skills in adding value to cashew in the processing unit "Ely Bee" in spite of her age. So she began to work as an apprentice there.

Awa says: "After two years of apprenticeship, I started my own processing unit. Thank to technical support from Wula Nafaa, but especially with its facilitation of two loans totaling 3,487,000 FCFA, I earned a certain level of notoriety in the community when I won the prize of the President of the Republic for being the best lady entrepreneur for 2007. I captured a good piece of the market quickly. I also earned the confidence of my buyers, to whom I sold two tons of nuts in 2007. This was the equivalent of 5,490,000 FCFA in sales."

3.2.5 CAPACITY-BUILDING

The reinforcement of skills for rural producers, as dynamic partners in the market value chains and partners of the private sector, has been a constant Program activity for all five years. In the field, facilitators supported producers in various domains. The introduction of improved production and harvest techniques, and the introduction of tree nurseries, contributed greatly to the conservation of resources and to regeneration of the mbep tree *Sterculia setigera*, of madd, of cashew, and of oil palms.

2169 enterprises received training in enterprise creation, dynamics, and organization; production techniques and value adding, and administrative management.

Themes in which training took place during the five years include the following:

- (1) Organizational dynamics
- (2) Administrative management (GERME, credit management)
- (3) Commercial management techniques (marketing; Making Cents)
- (4) Value-adding techniques (fonio, jujube, baobab, mbep gum, cashew)
- (5) Quality control (initiation to the HACCP method)
- (6) Improved production techniques (gum tapping, madd harvest, biological agriculture)
- (7) Literacy
- (8) Business plan writing

- (9) Regeneration of the resource
- (10) Exchange visits to Dakar, Gambia, and India allowed producers and leader enterprises to exchange ideas and solidify partnerships.

EXCHANGE VISIT TO INDIA

Two representatives from partners in commercialization and resource management of mbepp gum (Amath Diop of Setexpharm and Samba Ndiaye of ISRA) traveled to India, principal producer company of mbepp gum (karaya). There they met producer groups, exporting enterprises, and ONGs. The objective of the trip was to deepen the knowledge of Senegalese gum market chain actors in improved regeneration, harvest, post-harvest treatment, grading, commercialization, and hygiene.



Amath Diop and Samba Ndiaye with the producers of mbepp gum in India.

Members of the visiting team presented their reports with recommendations that guided WN and Setexpharm in directing their first training on gum quality improvement, in September 2006. Samba Ndiaye is in the process of developing some tools adapted for use by local producers in techniques from India for better gum harvest

3.2.6 PARTNERSHIPS

The Program encouraged collaboration with partners as the most efficient way to carry out its activities. That is how the USAID Economic Growth Program and Enterprise Works came to collaborate with WN in the cashew market production of quality nuts and stabilizing value-adding enterprises. In the mbepp gum value chain, Manobi set up a field communication system to permit timely contact between buyers and sellers, and trained producers using a handheld data unit.

In summary, for each market product targeted by the Program, private sector partners were identified to assure market opportunities; actors in the chain were supported in their efforts to increase volumes and revenues; and enterprise leaders were identified to become BDS providers. Examples of the latter include Enterprise Gaia, Baobab Fruit Company, and Setexpharm. These partners collaborated with the EB component in several capacities: research, identification of players, farming techniques, and identifying the optimal strategy for orienting program activities.

THE EMERGENCE OF A DYNAMIC LOCAL CHARCOAL PRODUCTION ENTERPRISE

In the community forest of Sita Niaoulé, covering 18,000 ha in Missirah, an important change is taking place in the charcoal market.

Two years ago, most of the members of this community had only a weak link with the forest: working for external forest exploiters that had received their share of the annual quota for charcoal production to supply Senegal with wood-based energy. This type of “collaboration” has kept the workers, known as “sourghas”, in a constant state of dependency and terrible poverty.

In 2007, with the support of Wula Nafaa and the Forest Service, the populations were organized to approve a management plan for their forest.

After the plan was approved, the community set out to capture tangible benefits from the forest. They identified charcoal production and marketing as an activity that could generate revenues even when cutting at a sustainable rate. WN assisted in the organization of producer groups, learning management skills, and facilitation of access to credit through Credit Management Services (CMS). These forms of support contributed to a systemic, fundamental change in the life of the sourghas.

Today, with the management plan functioning, local producers have many new opportunities. As a result, a quota of 1500 quintaux was allocated to local groups who, in record time and using 67 producers, filled the quota and sold their product for 7,065,000 FCFA. To obtain the financing needed to transport the product to Dakar, the newly-trained groups wrote their business plan and were able to receive credit from CMS.

This successful experience earned the confidence of the Forest Service, who allocated a quota of 6,000 quintaux for the 2007 season. The feeling of never-ending dependence is starting to disappear as sourghas become their own bosses. According to Dian Malal Coulibaly, 50 years old, in charge of marketing for the Sitaoulé Ndiobo charcoal producer group, “Wula Nafaa has helped us feel free, to have full membership in the community, with a new status, that of proprietor working for himself, able to access credit and having the option to sell charcoal by the road or in Dakar.” This situation would have been impossible to imagine two years ago.



3.3 RESULTS AFTER FIVE YEARS

After five years of implementing the WN strategy, many numbers-oriented results can be shown in addition to the more permanent creation of better-trained producer groups, processing units, and improved market chains.

3.3.1 TRAINING PROVIDED BY WULA NAFAA

Since the beginning of the Program, 2,169 training meetings in organization, administrative management, and value adding techniques have taken place for the benefit of producer groups, GIE, GPF, and households. More than 31,000 people have been trained, of which 42% are women.

Topics offered by WN are listed in section 5.3.4. and Appendix 3.



Adding value to natural resource products

3.3.2 RESULTS BY PRODUCT

These are the volumes of product sold between 2004 and 2008 by enterprise groups assisted by WN.

Product	2004-07	Oct 07-May 08
Fonio (shelled/raw)	117,472 kg	67,831 kg
Fonio (pre-cooked)	33,749 kg	15,011 kg
Madd fruit	2,922,291 kg	n/a
Honey	14,361 liters	63 l
Baobab (unshelled)	1,323,243 kg	288,459 kg
Baobab (powder)	17,415 kg	2,949 kg
Baobab (seeds)	397 kg	n/a
Baobab (fiber)	96 kg	n/a
Jujube (gross; sorted)	59,093 kg	920 kg
Jujube (cake)	1,641 kg	381 kg
Mbepp gum	868,795 kg	100,451 kg
Cashew	798,152 kg	n/a
Beeswax	1,483 kg	n/a
Palm oil	102,646 liters	n/a
Nété	27,609 kg	n/a
Charcoal	307,650 kg	8,345 kg/a
Thatch/hay	43,318 bundles	1,053 bundles



Whole-fruit baobab in the storage shed

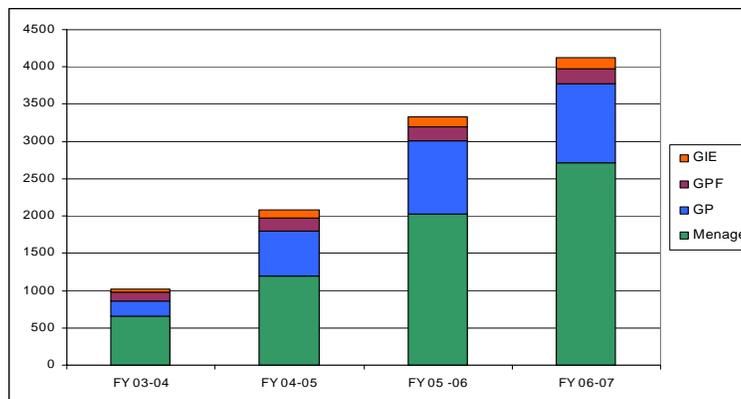
EXPORT OF FOREST AND OTHER PRODUCTS

Products marketed by enterprises that were supported by Wula Nafaa were mainly destined to be sold in local markets, but there were some that were exported as well.

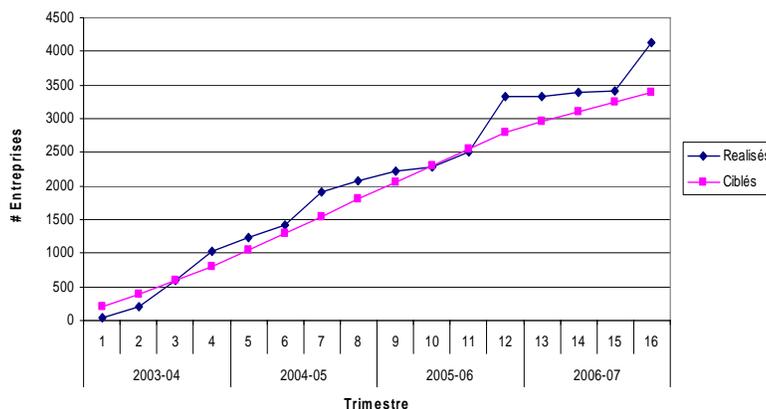
For example, of the 500,000 kg of mbepp gum sold to Stetexpharm and to bana-banas between 2005 and 2007, two-thirds are for export that would be worth 998,000,000 FCFA or 2.3 million dollars U.S.

In 2006, 80.4 tons of baobab worth 250,000 \$U.S. were exported. In addition, 528.7 tonnes of raw cashew nuts were sold, of which 136.6 tons went to local value-adding units and 392 tons to bana-banas to export to India. The value of these nuts (FOB) in India at \$0.55/kg was \$215,630.

FCFA and types of enterprises assisted



FCFA and cumulative number of producer groups



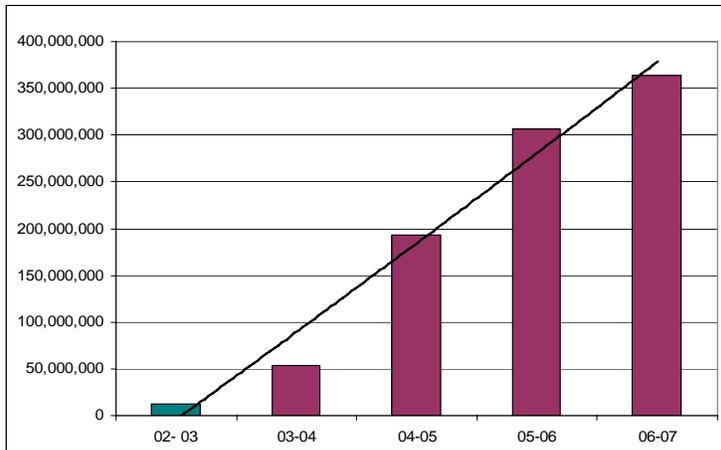
Key to diagram:
 # Entreprises = Number of businesses
 Trimestre = Quarter
 Réalisés = Achieved
 Ciblés = Targeted

3.3.3 RESULTS BY TYPES AND NUMBER OF ENTERPRISES

From 2003 to 2008, 265 contracts were signed between producer groups or households and value-adding enterprises based on mbepp gum, fonio, and cashew.

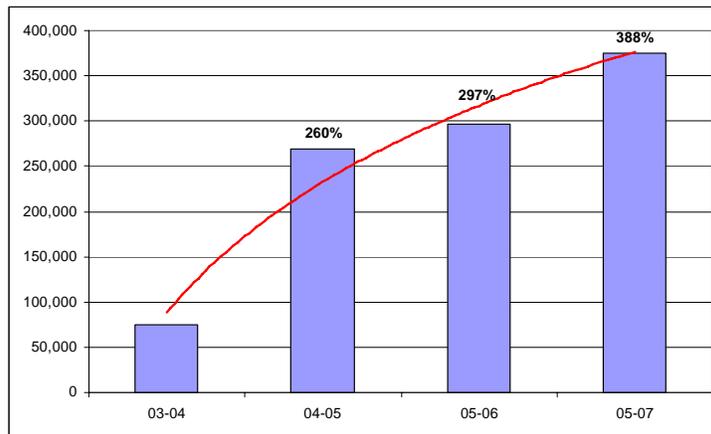
3.3.4 RESULTS IN TERMS OF INCREASE IN REVENUES

The 3,598 enterprises based on natural resources and non-traditional agricultural crops (all products combined) increased their revenues by more than 96% since 2003. However, it is difficult to compare end results with how it was in the first year of the Program, because more regions were added and so were the number of enterprises to work with. The following graphs show the evolution of the total revenues generated by group during the preceding years.



Total revenues, all enterprises combined, 2002-2007

The graph above does not highlight the number of enterprises involved, or the evolution of individual enterprises. The graph below shows the evolution of the **mean revenues per enterprise** since 2003.



Evolution of the increase in revenues per enterprise 2003-2007

This graph shows a simple measure of revenue increases since the beginning of the Program. It is evident that the Program surpassed its total target.

3.3.5 INDICATORS FOR CONTRACTUAL RESULTS: ECONOMIC BENEFITS COMPONENT

Indicators for contractual results	2003	2003-04 target actual	2004-05 target actual	2005-06 target actual	2006-07 target actual	Oct. 07- mai 08 target actual	Total ¹ : target actual
1. Number of new or existing NR-based enterprises that show increased, measurable revenues in areas targeted by the AG/NRM program (50% of group enterprises assisted)	0	300 674	400 461	500 681	400 634	100 117 ²	1700 2567
2. Number of new or existing non-traditional agriculture (NTA) based enterprises that show increased, measurable revenues in areas targeted by the AG/NRM program (50% of group enterprises assisted)	0	300 32	400 216	500 303	400 277	75 23 ³	1675 851
3. Number of new or existing NR or NTA 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/or negotiated joint ventures with external partners.	0	5 5	45 40	50 48	50 60	25 27 ⁴	175 180
4. Number of enterprise groups benefiting from initial training by the facilitators.	0	400 368	400 692	400 630	200 395	25 84	1425 2169
5. Cumulative number of enterprise groups assisted by the program	0	800 1019	1800 2077	2800 3327	3400 4127	3500 4180	3500 4180
6. Number of market surveys and studies to identify potentially marketable AG/NRM products.	2	6 4	4 6	4 4	4 5	1 1	21 20
7. Number of grading schemes and value-added processes developed to increase revenue and income to producers per unit of production.	0	4 4	4 4	4 4	4 5	1 1	17 18
8. Level of revenues earned by assisted group enterprises	0	100% 76%	175% 180%	225% 282%	250% 361%	270% 492%	270% 492%
9. Increase in volumes marketed by assisted group enterprises	10%	20% 0	30% 132.5	40% 182	50% 246	50% 246%	50% 245,6%

3.4 CONSTRAINTS

- At the beginning of the Program, a high number of products were targeted, which led to the requirement to work on a link in the market chain as opposed to the entire chain.
- The absence of sure outlets, poor productivity, disinterest on the part of producers, and insufficient funding all contributed to the deselection of some initially chosen products.
- Variations in rainfall affect all markets because of the effects on productivity and thus revenue increases; instability in national and international markets can also result.
- Although partnerships with the private sector were initiated from the beginning of the Program, it was not until the last years that they became most functional. As a result, WN was furnishing services directly to its groups and enterprises via the facilitators.

¹ Depending on the contractual result or target, the total can be an additive sum for each year or a cumulative for all years.

² 28 new enterprises based on natural resources did not raise their revenues by at least 20%.

³ 13 new enterprises based on non-traditional agriculture did not raise their revenues by at least 20%.

⁴ 48 existing enterprises based on NR or NTA did not raise their revenues by at least 20%.

- The limited number of key buyers in the mbepp gum market contributed strongly to an opaque market for this product.

3.5 LESSONS LEARNED

- **Increase in revenues:** Producer groups that manage and exploit forests with a management plan or under a Local Convention increased their revenues significantly. This revenue increase was a draw for producers to carry out management activities to keep the resource intact for the long term.
- **Producer organization:** Using horizontal links, the organization of producers improved their position in the value chains where producer group networks at the second level are able to furnish key services critical for the development of long-term market relationships.
- **Product marketing:** Commercial contracts between producer groups and dynamic enterprises are an efficient means of developing social capital and reinforcing vertical links.
- **Information and communication:** The exchange of information between producers and buyers/enterprises through a SIM or information system is truly needed. To improve the transparency and the competitiveness of a market chain, Wula Nafaa should reinforce relationships between actors in the value chain with a technical and commercial information sharing system geared for the markets. The experience of the SIM with Manobi in the mbepp gum product market chain should be applied to other products including baobab, cashew, and charcoal in order to collect and disseminate information on the availability, quality, and price of products on a paid basis.
- **Facilitators:** The approach that uses well-trained field facilitators who speak the language of the area and live among the clients of the Program allowed it to guarantee the success of developing commercial links for products from forests. This approach also allows the facilitators to eventually become BDS providers in the private sector.

3.6 PERSPECTIVES FOR THE FUTURE

- To consolidate and make activities in integrated NR management more sustainable, the Program should emphasize the growth of markets that are upstream and reinforce relationships between actors. It should continue to facilitate access to credit and progressively withdraw so that the private sector and partners can become independent.
- For enterprises on the buyers' end of the market chain, the Program should continue to organize and support them to facilitate interrelationships, increase competitiveness, and help markets grow for target products. WN should also help enterprises draft business plans and encourage payment for services between enterprises and from BSD providers. A program for capacity building would include marketing and commerce, training of trainers in conception of products, improvements in packaging, labeling, and transport, and logistics.
- Exporting enterprises and their providers need support and training in adding value and quality control to meet international standards.
- Choice of market products for intervention should take into account not only opportunities for production and marketing, but also engagement of actors and partners. In effect, to encourage producers to furnish high-quality produce, buyers should offer a price differential.
- To confront financial constraints at the local level, the Program should be based on guarantee funds for CMS to assure that trained producer groups and small value adding units will have better access to credit.

MANOBI

Wula Nafaa worked together with Manobi to put a platform of services in place for four networks of mbep gum producers. This platform includes (1) a market information system, (2) a monitoring system for gum-producing group activities, (3) a system to help market gum by putting producers together with agri-business establishments, and (4) a collaborative workspace that integrates a website for product networks with external internet. These services are accessible by using mobile telephones and internet.

The website (<http://www.manobi.sn/op/mbep/>) was designed to provide these services and is currently functional. A secured space allows producers to send information through personal data accessories (PDA), informing potential buyers of mbep gum availability as they combine their information and present it on a map depicted on a geographic information system.

The system began in September 2007 and will be fully operational after Sonatel installs the GPRS network in the region. In the meantime, information exchanges are achieved with portable telephone networks.

Teaching a producer network member use of the PDA



4. POWER: DECENTRALIZED GOVERNMENT AND EQUITABLE ACCESS TO RESOURCES (POLICY COMPONENT)

4.1 CONTEXT

The activities of the Policy component have as their ultimate goal to reduce barriers to the sustainable management of natural resources. Such barriers can be of different kinds: legal, regulatory, or administrative, and it is anticipated that their reduction should directly benefit rural communities and local populations in economic and ecological terms.

The Policy component is crosscutting. WN used the responsibility it was given as leverage to influence reforms. This influence covered the number and types of policy barriers that were overcome in the first phase. The Program worked closely with the Forest Service and local institutions to analyze policy problems that put the brakes on sustainable and tenured management of natural resources; to propose innovative solutions to these problems; and to build consensus to achieve reforms.

Implementing the policy aspect of Wula Nafaa is sometimes the most difficult part of the Program. The approach consists of identifying barriers to good natural resource management. It requires working with rural populations who, usually, do not know their rights because they are not familiar with the law. It also requires working with decentralized government services, especially the forest service and the centers for local development support, some of whose agents are not well prepared for the decentralization reforms in NRM that are taking place. These shortcomings contributed to the a slow formulation of policy proposals, a process that requires the major players to be prepared and to understand the issues. At the national level, it was difficult to mobilize those who were required to make proposals or decisions that would advance the change process once it was begun.

4.2 POLICY AND REFORMS

4.2.1 APPROACH OF THE POLICY COMPONENT

For three years, the Policy component has been actively participating in committees for forest fiscality and taxation under the aegis of the Directorate of the Forest Service. In doing so, it has supported the revitalization of the service. The work of the committee has often been long and slow because of the difficulty in motivating certain partners. Meetings to build consensus are difficult to set up and sometimes end with no resolution.

In spite of this situation, the conclusions that have been realized are of an importance so great that they are to be integrated into the upcoming new Forestry Code that will replace the 1998 version. Among the changes, two major points that flow from Wula Nafaa experience in the field can be mentioned:

1. The differentiation between taxes on products that come from managed versus unmanaged zones; and
2. The rebate of a part of state-collected taxes on forest products back to local collectivities.

The resolution of these two issues will allow local collectivities to access enough funds to operate. The funds can be used to begin managing forests, supported by practices of good governance that are the only way to make local development sustainable.

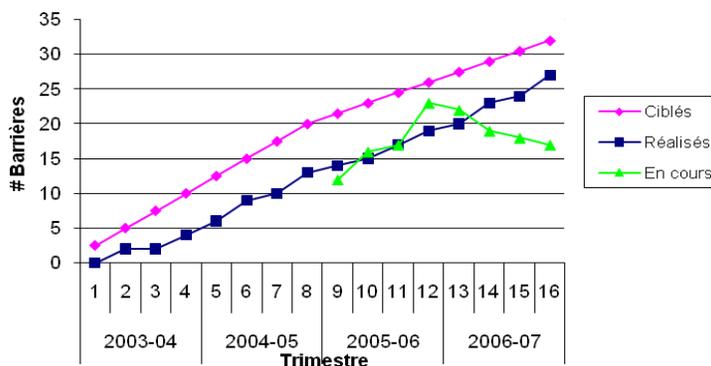
4.2.2 RESULTS AFTER FIVE YEARS

A FEW RESULTS IN THE POLICY COMPONENT

- 33 barriers were lifted (see Appendix 7)
- The Rural Communities are able to enforce provisions in their Local Conventions by using natural resource guards
- Profits from forest product concessions are now shared with the Rural Communities
- Forest management procedures are better structured

4.2.3 INDICATORS FOR CONTRACTUAL RESULTS: POLICY COMPONENT

Indicators for contractual results	2003	2003-04 target actual	2004-05 target actual	2005-06 target actual	2006-07 target actual	Oct. 07-mai 08 target actual	Total ¹ : target actual
	1. Reduced legal, regulatory or administrative barriers to local, sustainable management of NR	2	10 10	10 9	6 6	6 8	1 0
2. Number of verifiable, sustained processes of consultation between and among Senegalese communities and sub-national / national governmental offices and the private sector	3	26 28	26 30	13 39	12 21	0 15	80 133
<i>At the community level</i>	1	20 16	20 23	6 33	6 19	0 10	53 101
<i>At the national / sub-national levels</i>	2	6 12	6 7	7 6	6 2	0 5	27 32
3. Number of assessments, supporting field studies, policy analyses contributing to progress in addressing the policy reform agenda prepared and disseminated	2	8 14	12 10	7 7	4 10	0 0	33 51
4. Number of tools & information systems developed in support of the policy component	0	2 5	2 4	2 1	2 3	0 0	8 13



Number of legal, regulatory, or administrative barriers to local sustainable NRM that have been reduced

4.2.4 LESSONS LEARNED

- **Link communication and policy together:** During the next phase of WN, policy cases and communications media should support each other so that after the end of the Program, conditions will be right for long-term and wide-spread consensus among stakeholders. This strategy requires a well-trained corps that can develop legal cases that will improve local and national governance.
- **Organize legal cases:** WN should continue to work closely with local and national partners using economic benefits and governance as the bases for policy analysis, proposed solutions, and communications to make the case for administrative reforms and regulations.

¹ Depending on the contractual result or target, the total can be an additive sum for each year or a cumulative for all years.

- **Manage information better:** The communication strategy must include the development of an information management system to collect data that can describe policy issues and evaluate their impact. The system should promote dialogue between stakeholders that will eventually stimulate requests for policy change.
- **Find shortcuts for initiating reforms:** When it comes to reform, experience has shown that the best way to get institutions to change is to associate government specialists in the issues involved from the beginning, so they participate in working groups and committees, even if studies have already been carried out. Other key persons to include are experts from universities, other projects, and NGOs.

4.2.5 PERSPECTIVES FOR THE FUTURE

DOMAIN	Anticipated reforms	Strategy for resolution
Economic benefits		
Taxation	Reduce the level of government taxes on primary and secondary forest products Make budgetary reallocations in favor of decentralized NRM Institutionalize a mechanism for sharing fiscal revenues with Rural Communities and the National Forestry Fund (FFN)	Analyze constraints, impacts, and barriers to investment in sustainable use of NR
Local governance		
Local Conventions	Clarify roles and responsibilities in the Local Conventions for communities, local structures, and the Forest Service	Develop communication and dialogue tools apt for the local level
Forest Management organizations	Give legal status to the statutes of grassroots community organizations that are active in implementing NR management plans	Promote public dialogue Validate opinion leaders by reflecting their words so that problems and solutions are more widely known
NRM and biodiversity		
Charcoal quota	Determine what local and regional institutions will make decision in quota allocations	Structure the dialogue and information exchanges between the various decentralized institutions
Wildlife management	Redefine the level of revenue sharing from concessions so that communities receive greater benefits	Do extension on the value of natural ecosystems Promote dialogue on revenue sharing
Technical challenges in forestry		
Reforestation	Revisit the planting program so that Rural Communities will have resources and responsibilities	Promote dialogue between RCs and the Directorate of the Forest Service
Bush fire fighting	Revise current fire management practices and work toward community-based approaches similar to those in other sahelien countries	Do extension on community fire management methods Make a case in the communities and at the Directorate of the Forest Service

4.3 LOCAL GOVERNANCE

During the entire length of the implementation of activities of the Program, light has been shed on difficulties encountered in governance issues in local administrations:

- Planning, budgeting, and financial management skills of local institutions are very limited.

- Local populations are often poorly informed of all the opportunities in natural resource management (NRM) that are open to them.
- The Rural Councils have difficulties in writing and working from budgets, holding regular meetings, and communicating with their constituents.

The realization of this situation has led Wula Nafaa to attempt to assist partnering local collectivities by providing them with planning tools for better management of their development activities, particularly in the NRM domain, and as described in existing laws.

4.3.1 THREE MODEL SITES PUT IN PLACE

After discussing with stakeholders in the NRM process at a meeting in 2006, Wula Nafaa has put model sites in three local collectivities where it has interventions in NRM (Missirah and Koulor in Tamba Region; Sakar in Kolda Region). The strategy for the model sites is to improve local governance and then apply the lessons learned to other sites, adapted to their local conditions.

The process of improving local governance in the model sites has several steps. The first is to collect data to analyze the problems that are present, their extent, and their causes. Capacity-building modules are then designed to address the needs of the collectivity:

- *Module 1: Familiarization with the decentralization concept:* Rights to be transferred and stakeholders involved
- *Module 2: Management of transferred rights:* Organizing and functionality
- *Module 3: Decentralization:* Financial management
- *Module 4:* Local Citizenship

The modules are structured around questions of governance and are practical because they directly address the problems raised in the analysis. Wula Nafaa has insisted on quality training, adapting the methods to the participants' level of education and literacy.

In designing modules and training materials, the human aspect has been rigorously maintained. The quality of training materials is assured by applying criteria such as pertinence (whether it addresses identified needs), clarity of objectives, and use of participatory methods.

Another important step in the process is the training of trainers that will use the modules. This is accomplished by a combination of practice teaching for content, and a simulation of the animation process.

A pivotal element of the approach is the administration of the modules. The priority for training of local NRM participants is where the initial problem analysis has shown that a seeming disrespect for good governance is simply due to a lack of familiarity with the laws on the part of the local community. WN could have based its strategy on recruiting consultants specializing in NRM from outside the area, but this would not have guaranteed sustainability of the training process or results.

4.3.2 INVOLVEMENT OF LOCAL RESOURCE PERSONS

To assure that the strategy will be adopted for the long term, it is indispensable to associate local resource persons from the collectivity's development structures. This is why: appropriation of the modules' content and sequence of steps by local selected trainers is a fundamental part of the strategy. Trained trainers work during the first workshop held with targeted stakeholders including elected authorities and organized citizens' groups.

Wula Nafaa has built its training program on two principles in order to promote sustainability:

- (1) Frugality during training sessions: A limited use of per diems and expensive materials will make it more likely that the collectivity will be able to hold further training sessions in the future.
- (2) The engagement of the Rural Council in making available the means for local trainers to do their work in the future: There is always a line item for training in the annual budget of the Rural Council, and it is an obligation to have it there. The councils need to foresee training in their budget as an activity of taking ownership of the process.

4.3.3 FINANCIAL MANAGEMENT AND RECORDKEEPING

Aside from training, technical assistance was needed for certain highly technical aspects of governance: financial management and recordkeeping. Implementation of principles and procedures of financial management assumes that the collectivity has available someone specialized in local finances.

Recordkeeping is a basic, practical need and it concerns few people but is essential for proper communication. A simple monitoring system allows the Rural Community to monitor its progress in good governance periodically. In the pilot communities, the Community Assistant, the President of the Rural Community, and the WN facilitator have been appointed to monitor in this way. It has also been scheduled to do periodic evaluations of the impact that training has had and the use that is made of tools and support provided by WN to the collectivity.

4.3.4 LESSONS LEARNED

- **Draw up a protocol before beginning governance work:** The participatory approach always facilitates assimilation of the concept of good governance and mobilization for activities of implementation. The absence of a protocol between the Program and the Rural Council limits the possibility of what can be done; relations between the two and their roles should be clarified in a basic action plan.
- **Place the emphasis on communication:** Communication is necessary for the stakeholders to exercise their rights and for the Program to succeed. Use radio, television, posters, meetings.
- **Establish a system to monitor activities:** In light of the mediocre technical skills of local resource persons, putting mechanisms or monitoring systems in place will bring the populations to work more decisively toward sustainable actions. The process of monitoring is underway in some of the collectivities, but needs assistance to be smoothed out.
- **Embrace the whole range of rights that can be transferred:** Even if the Program only intends to intervene in the natural resource management domain, it is better to include all the possible opportunities based on decentralization in the problem analysis document.
- **Adapt the approach according the level of literacy of target populations:** Instead of considering low literacy rates as a major and insurmountable problem, it should be considered a situation to be dealt with methodically and adequately for the needs of the Program.
- **Always go through the Rural Council:** For every activity, it is always necessary to go through the Rural Council and render it responsible; but avoid focusing exclusively on the President of the RC. On the contrary, the PRC must be brought into the activities to allow other members -- especially the commission heads -- to play their appropriate roles.
- **Respect the importance of strengthening ties between local governance and natural resource management:** Education and training on good governance should precede any intervention in the Rural Community. This allows populations to better understand the issues around the activities in which they will participate, resulting in a better ownership of the process.

4.3.5 PERSPECTIVES FOR THE FUTURE

- **Training of local animators:** To assure the sustainability of accomplishments and a permanent presence on the ground, local animators should be identified and trained. They can be rural counselors, agents from the decentralized government technical services, or simply dynamic and motivated individuals from the community. These local animators are the primary liaisons of a project and are resources for training and monitoring. Once they are trained, they are called to implement a well-structured program of communication and support to stakeholders, whether to members of government or simple citizens.

The facilitators of WN should work with the animators and the ARD (Regional Development Agencies) to organize training workshops and offer administrative and technical assistance that will build capacity among the agents of local institutions in terms of roles and responsibilities in NRM. They should work closely with local institutions to facilitate preparation, approval, and implementation of agreements for NRM.

Teams of local animators should also concentrate efforts on building skills in budgeting, financial management, and strategic planning, with a particular emphasis on revenues resulting from fines collected while enforcing the Local Conventions and forest management plans.

- **Priority given to grassroots organizations and technical services:** Facilitators and animators should maintain steady support to grassroots community organizations (OCB) through training, technical assistance, and monitoring, building their skills in organizational practice that espouses inclusion, transparency, and obligations of responsibility. A future element for success is the need for forest guards to continue working with the Forest Service to reinforce legal bases for controlling forest exploitation.

The results of the pilot sites clearly show the needs for: increasing public participation in the decision-making processes of local institutions through capacity-building of civil society and OCB to better influence decision-making; participate in planning for local development; and hold elected officials accountable for their actions. Supported by WN facilitators and specialized consultants as needed, the local animators should promote consciousness-raising of citizens through training workshops that target representatives of socio-professional groups and village development committees on themes such as roles, rights, recourse, and channels of influence. The WN facilitators and the local animators must work with socio-professional groups in an informal way to encourage them to participate in public forums and to help their concerns and desires be heard.

5. CROSSCUTTING ACTIVITIES

The Wula Nafaa approach adopts the triad “Nature - Wealth - Power” and translates it into the components of Rights and Responsibilities, Economic Benefits, and Policy. These components depend in turn on supportive activities carried out by its crosscutting components: Coordination and Administration, Small Grants, Training and Communication, and Monitoring-Evaluation-Reporting-Analysis.

5.1 COORDINATION AND ADMINISTRATION

The administration of the Program has known some major changes in personnel since the beginning in 2003. After the first two years, the Team Leader left and a new one took over. Other positions that did not exist at the beginning were created, including Assistant Team Leader and Facilitator Coordinator. These changes helped to invigorate the implementation of activities, especially in terms of management plans. The writing and implementation of the FMPs for Koulor, Sita Niaoulé, and Saré Bidji began in this period. In this, the Program has achieved a great thing in signing memorandums of understanding with the Forest Service, which helped with a better mobilization of their agents in the decentralized mapping offices or BICs. The Tambacounda Regional Inspection of the Forest Service was first to sign the memorandum; those of Kolda and Ziguinchor have applied the same rules without a formal signature.

It is also from 2005 that the Program has begun organizing general assemblies for the staff. The first took place in Tambacounda, and its purpose was to allow the new heads of the Program to learn its accomplishments to date and to present a new vision for it. The second general assembly was in Ziguinchor, and the third was in the Region of Fatick. Their objective was mainly to evaluate the activities and highlight lessons learned so as to better plan for the following year. The evaluations allowed the personnel to get a sense of how the overall program was going and how implementation and planning could be improved. The assemblies served to reaffirm interpersonal relations among staff, thus contributing to better collaboration between components.

Other projects and NGOs have partnered with Wula Nafaa to achieve significant results, especially the Forest Service that has been given responsibility for assisting Rural Communities in the definitive ownership of forest management processes. These results were facilitated by the signature of the memorandums of understanding not just with the Forest Service as mentioned above, but also the Livestock Service and the DRDR. Another facilitating activity was the lodging of Assistant Coordinators at the Sectorial and Regional levels of the Forest Service. Lastly, the installation of the decentralized mapping/inventory units or BICs was another catalyst for collaboration.

5.1.1 LESSONS LEARNED

- **Collaboration:** Attempts to form a good collaborative relationship with other projects, programs, and NGOs in NRM were not always successful. Some refused outright even under pretense; others would have liked to use the resources of WN just to carry out their own activities. A protocol was signed with “Action Sud” in Ziguinchor, for example, but clauses were not respected by the partner. Two others were signed with PERACOD and ITA, but they were not implemented; other protocols were not signed at all.
- **Internal administration:** Weekly planning meetings and themed technical meetings at the Tambacounda headquarters were a significant improvement for coordination and implementation of activities. At the field level, the innovation was to hold monthly (and then bimonthly) planning meetings for facilitators attended by technical staff. These meetings helped the heads of the components to utilize the facilitators’ skills more efficiently and to justify the time that they spent in the field.
- **Assignment of responsibilities in the field:** The facilitators were losing much time at the beginning just doing tasks that belonged to the technical services. This gap was corrected after the general assembly in

Tambacounda, where directives were given for facilitators to be used according to their title: serving as intermediary between population and decentralized technical services whose mission was to accompany local collectivities in exercising their general and transferred rights.

- **Streamlined communication:** The Program improved its communications with the IREF and within the IREF itself by installing internet in the three regional offices of Tambacounda, Kolda, and Ziguinchor. This has permitted rapid exchange of documents between headquarters and facilitators and the Forest Service. Communication between the regional forestry offices and the sectorial offices still needs to be improved, especially those where the brigade-level agents are working with Wula Nafaa.
- **Personnel benefits:** The revision of the manual of administrative procedures assisted greatly in executing the Program, even if occasional gaps in the detail were found. The most important missing information was on how to provide premiums for facilitators away from post. Another modification was made when the health insurance contract with Institut de Prévoyance Maladie (IPM) was cancelled because of their inadequate benefits and lack of representation in the places where WN works, factors which led to the discouragement of the staff and cases of dropping out of the insurance program.
- **Continuing education for staff:** Even though efforts were made to improve skills of certain consultants in computers and study tours (and, for drivers, French), other opportunities were not seized. A paucity of rentals in Tambacounda made it impossible to reserve rooms for facilitators and consultants spending time in Tambacounda for training sessions.

5.1.2 PERSPECTIVES FOR THE FUTURE

- **Personnel management:** Harmonizing the treatment of various project personnel is a way to establish a good work climate. Periodic revisions to the procedural manual allow new measures to be added, after noting gaps in its application and items that were not considered at first. Social needs should be taken into account in Program implementation.
- **Outreach:** One has to admit that partnering is not an easy thing to do, and continue to seek to collaborate with projects and institutions (such as the university) that can bring something to the Program. Outreach should be used to present the Program and attract potential partners.
- **Formalizing partnerships:** Partnerships should be formalized through memorandums of understanding with the Rural Communities, the technical services, and projects. MOUs will stimulate partnerships with Wula Nafaa as planning improves and opportunities with other programs are integrated. The Centre d'Animation et du Développement Local (CADL) can serve as the liaison between Wula Nafaa and other NRM programs. Use of the local press should be formalized; decentralized emissions will reach more people in broadcasts about laws and the approach of the Program.

5.2 SMALL GRANTS FUND

Wula Nafaa put a small grants fund in place to accompany the other components and to finance activities such as training, technical assistance, and buying equipment to support project activities.

The fund, worth one million dollars, has been a flexible tool that has contributed to implementing Program activities leading to realizing its targets. Granting the subsidies is not an objective in itself; rather it is a mechanism for working with partners in the facilitation and stimulation of enterprise development and the encouragement of sustainable and improved management of natural resources.

5.2.1 RESULTS

The fund helped the Program to reduce risks and costs of investment associated with technological innovation in the commercialization of new products. Combined with other forms of assistance, it also helped enterprises to obtain financing through a guarantee fund at the Crédit Mutuel du Sénégal (CMS).

REINFORCEMENT OF THE DECENTRALIZED MAPPING UNITS: The Program helped put in place the regional mapping and inventory units at the Forestry Inspection offices in Tambacounda, Kolda, Ziguinchor, and Kédougou by buying computers, printers, and GPS units.

In addition to equipment, WN sent the agents to training at the CSE and subsidized office construction in Ziguinchor, remodeling in Kolda, and connection to internet in all the regional forestry offices.

DECENTRALIZATION OF THE CHARCOAL MARKET: The small grant fund helped facilitate marketing of the first truckloads of charcoal in Dakar.

PROCESSING UNIT CONSTRUCTION: The construction of processing units for harvested products has been one of the highlights of small grant financing. The fund paid for remodeling of a processing unit for the GIE Koba Klub 1 and the completion of others for Dyabougoua and the GIE Panpy for powdered baobab and precooked fonio.

5.2.2 CONSTRAINTS

In spite of all these achievements, the Small Grants fund suffered some difficulties with administrative complexity and a lack of a clear policy on what should be financed. Many informal arrangements were detected. The most crucial problems were the poor elaboration of basic requests due to a lack of assistance to beneficiaries, and lack of followup in the field for grants made.

From the Annual Report 2006-2007, these additional constraints were noted:

- Lateness in the delivery of reports by benefiting partners;
- Slowing of certain activities because of misunderstandings about collaboration (Action Sud and the oil palm technician for Ténéra);
- Temporary absence of the PDA network in Koussanar, leading to a re-orientation of the communication strategy in the mbep gum market chain.

All of these difficulties led to temporarily shutting down the small grants program at a certain point, which explains its under-use.

Once the new Team Leader arrived, a review was conducted to see what conditions and procedures should be followed to make and manage the grants. Thus a new orientation of the program was designed, thanks especially to the pro-activeness of the component heads and the facilitators working with potential beneficiaries to achieve the intended results.

5.2.3 LESSONS LEARNED

- It is necessary to devise a procedural manual for small grants that explains the strategy, criteria, clarification of activities to finance, and potential destinations of the money.
- The Assistant Facilitator Coordinator or else the facilitator should be implicated in the commission deciding on the grants; that will assure every request has a follow-up that is reported back to the beneficiaries.
- For the second phase, in order to get the greatest impact from the fund, WN should use it for supporting the launch of new activities; to implement forest management plans and land use plans; and for good governance activities. The grants will help develop these activities more fully. They can be used to buy equipment and materials to reach communities, the private sector, and government, and also to start work on enterprises based on ecotourism and natural products.
- A second phase should finance some NGOs or private entities in undertaking campaigns to promote sustainable management of natural resources. Examples include applied research to support increasing profit from natural resources, purchasing appropriate-technology-oriented machinery, and purchasing value-adding equipment.

5.3 TRAINING

At Wula Nafaa, training is a means of capacity-building of the stakeholders with specific objectives related to contractual indicators in mind. The Program **prioritizes training according to needs of the people to be trained.**

The training strategy turns on two main axes:

- (1) Using local expertise for practical training involving exchanges between target populations;

- (2) Using specific skills for specialized training, with Program facilitators as principal liaisons.

While training populations in target areas, all those participating as teachers have received training themselves. This includes local elected officials, NRM surveillance committees, and producers in the WN-supported market chains.

PRODUCERS: Training needs for producers in all the market chains included the themes **organization, production and productivity, marketing, and management.** Topics covered included cutting, exploitation, and harvest techniques for natural products or non-traditional agricultural crops; value adding techniques; approaches to organization for marketing; accounting; and business management. In summary, a set of themes to give them the capacity needed to fill the various functions in the market chain was offered.

LITERACY: As it was noticed that the literacy rate was quite low in the target areas, and to round out the technical training, producers also benefited from literacy training in local languages (pulaar and mandingue) that dominate the areas. Two moments of WN support in this progression of training are worth highlighting: the opening of literacy classes in Tambacounda department, and the organization of post-training activities for producer networks based on the themes of management and accounting.

LOCAL MANAGEMENT STRUCTURES: In the topics of Local Conventions and FMPs, a series of sessions was presented where the members of the NRM committees (especially the resource guards) gained a better understanding of their mission. In total, 103 NRM committees were trained in topics such as the roles and responsibilities of the CGRN, the roles of the actors in NRM under the newly transferred management rights, administrative and financial management, cutting techniques, and nursery production techniques.

DECENTRALIZED GOVERNANCE: The Rural Councils were the legal depositories of the transferred NRM rights. Therefore the building of their capacities to take over this task was indispensable. During the five years of intervention by WN, considerable effort was spent on training workshops to foster understanding of the prerogatives held by elected officials in NRM. To animate these workshops, the Program turned to specialists in the technical services paired with forestry agents who also specialized in NRM. These workshops showed the way for a normal progression of NRM activities to follow, particularly in the case of Local Conventions and FMPs.

THE WN FACILITATORS: The facilitators were accorded special attention for training, since they are the working link in all the activities of the Program at the field level. A strategy for training was built on a series of topics meeting well-defined needs of clients and at the time they were needed. These topics focused on approach, leaving highly technical aspects to specialists and technical agents.

Facilitators were not meant to be specialists in these fields, but rather catalysts and gateways to access knowledge for rural populations.

Facilitator training followed the principle of adapting the training format to the clients.

Topics addressed the processes and steps to take in assisting community development actors.

The series of training sessions followed by the facilitators turned them into true professionals capable of training, facilitating, and animating meetings and people.



In total, 32 field facilitators, of whom 7 are women, were hired and trained by the Program.

One of the most widely-felt impacts of the investment in training and matriculating the facilitators is their ability to respond to the field needs of all the Program components, with their large volume of work. The tasks handed the facilitators were nonetheless carried out with the highest integrity and maximum attention, resulting in high quality work in spite of the pressures to satisfy contractual results.

THE FOREST SERVICE: Knowing the primary and long-term role that forestry agents play in the NRM process, Wula Nafaa reserved plenty of training time for them. Beyond their being able to join the facilitators for many training sessions, the regional forestry offices each benefited from the equipment and training of personnel in their decentralized mapping offices or Bureaux d'Inventaire and Cartographie (BICs). The foresters in the zones where WN assisted in developing Local Conventions or management plans were trained to be community animators and are adapting an attitude of being part of the population, rather than simply agents of repression as they had been previously.

Also, at the level of the regional inspection offices in Tambacounda, Kolda, and Ziguinchor, and the forestry sector in Kédougou, the BIC agents became inventory plot professionals capable of collecting data and printing maps within short deadlines.



WN training in inventory for BIC agents

5.3.1 CONSTRAINTS

Important results were achieved in the training component. Nonetheless, certain difficulties diminished the potential impact of the training program.

The main constraint that limited impact was the low level of literacy of the populations. This aspect limited the possibility of trying different approaches to training and lowered the esteem of institutions such as the Rural Councils towards the training sessions.

5.3.2 LESSONS LEARNED

- Collaboration with other programs will help in developing a synergy with them and in harmonizing approaches.
- The growing pool of local trainers is an important measure of the sustainability of WN's capacity-building program.
- If done in local language, the chances of success and productiveness of the training sessions will certainly increase.

5.3.3 PERSPECTIVES FOR THE FUTURE

Considering the accomplishments, constraints, and lessons learned after five years of work, a certain number of paths should be explored to improve the efficiency of training activities for target populations.

AN OVERALL STRATEGY:

- Improvement of the perception by the Rural Councils of the importance of training.
- Assistance to planning and budgeting for training as an essential development activity.
- Support for the definition of a coherent training policy by the Rural Councils for local actors, in concert with decentralized technical services and local resource organizations.

PRODUCERS:

- Improvement of management skills of producers, accomplished by encouraging the emergence of local trainers or animators capable of furnishing quality services.
- Promotion of new specialty training sites targeting producers, with regular refresher courses.

NRM COMMITTEES:

- Putting in place a “toolbox” for training NRM committees; improving training content for assisting technical agents; and bringing the committees on board in terms of decentralized NRM.

LOCAL ELECTED OFFICIALS:

- Promotion of innovative and more practical methods of training with content that is better adapted to the realities of decentralization.
- Systematizing the training and practical advice given on local governance.
- Creation of real, practicable opportunities for training the elected officials.

5.3.4 TARGET AUDIENCES OF TRAINING SESSIONS HELD

FACILITATORS	FORESTRY AGENTS (BIC and CBF)
<p>In the topic of management:</p> <ul style="list-style-type: none"> • Training of trainers “GERME” • Training of trainers « Making Cents » • How to help a GP put a mgmt system in place • How to help a GP to design its mgmt tools <p>In the topic of animation and training:</p> <ul style="list-style-type: none"> • Leadership and communication • Techniques for animating groups • Methods for training adults • Steps for drafting NRM tools (Local Conventions and FMP) • Training of trainers in literacy <p>In technical topics:</p> <ul style="list-style-type: none"> • Techniques for processing NR and NTA products • Cutting techniques and other methods of harvesting NR products • GPS utilization • Map utilization 	<ul style="list-style-type: none"> • Process for writing management plans and Local Conventions • Forest inventory techniques • Mapping techniques • Interpretation of satellite images • Correction of images • Design of a database <p>PRODUCERS</p> <ul style="list-style-type: none"> • Techniques for getting organized (setting up groups, networks) • Techniques for processing NR or NTA products (baobab, jujube, fonio) • HACCP (hygiene and quality) • Techniques for harvest, cutting, exploiting NR products (madd, mbepp, bamboo, charcoal wood) • Initiation to reading, writing, and calculations in mandingue and pulaar • Administration and accounting (Making Cents, GERME) <p>RURAL COUNCILS</p> <ul style="list-style-type: none"> • Rights that have been transferred in NRM • Roles of local elected officials in NRM • Roles of elected officials in the budgeting process
<p>OTHER PERSONNEL OF WN</p> <ul style="list-style-type: none"> • Initiation or reinforcement of computer skills (staff) • Reading, writing, and calculations (drivers) 	<p>NRM COMMITTEES</p> <ul style="list-style-type: none"> • Administrative and financial management for FMPs • Elaboration of a FMP • Elaboration of a Local Convention • Elaboration of an annual workplan and budget • Surveillance of natural resources

5.4 COMMUNICATION

Knowing the importance of communication in the promotion of local governance and in the visibility of activities conducted, Wula Nafaa implemented a communication program with a twofold strategy:

- (1) Regular circulation of information by local theatre troupes and local media;
- (2) Supporting mechanisms for internal communications at the community level.

These two methods target mobilization of society and spreading word about activities, products, and best practices among the assisted population.

5.4.1 REGULAR CIRCULATION OF INFORMATION

Efforts were made to promote local organized entities in the form of theatre groups to serve as information communicators, but there were no groups available.

The use of local radio as a communication media, on the other hand, worked very well in the departments where WN intervened. Each media entity signed a protocol for short or long-term coverage of WN activities supporting local populations. Protocols were signed between WN and RTS and Radio Dunya to cover activities such as the processes of writing Local Conventions and forest management plans and debates on timely issues such as NRM and getting value for NR and NTA products.

In the communication domain, WN obtained exemplary collaboration from the regional forestry offices (IREFs), as they were the cover for the protocols signed with the media stations. The IREFs have available to them slots of media time in permanence to discuss NRM issues.

This successful experience went beyond Program expectations. Management committees and Rural Councils have been encouraged to design media-prone activities and even to make budgetary provisions for them.

CONSTRAINT: Because of the lack of radios and limited financial resources at the community level, it will be difficult in the near future to depend too much on an increase in radio use.

5.4.2 SETTING UP INTERNAL COMMUNICATION MECHANISMS

The contexts of Local Conventions, FMPs, and producer networks were borrowed to develop procedures and tools for improving communication not only between participants of these entities, but also between the participants and other players like the Rural Councils and technical services. These mechanisms consist of procedures, tools, and systematic, rigorous assignment of responsibilities for internal and external communications. A sign of the successful functioning of these mechanisms is that in the first years of the Program, internal and external communications were carried through the facilitators; today, the members of the producer networks and NRM committees spread the information themselves, having organized themselves and devised a set of procedures and tools.

CONSTRAINTS

In spite of achievements of partners working with WN in the communication field, certain aspects can be improved or deepened:

- The recognition of communication issues as a stand-alone activity and the addition of line items in the budget to carry them out;
- The reinforcement of direct relationships with the media and community institutions (Rural Council, NRM committees, PGs, and networks of producers) to develop sustainable and participatory communication programs centered on major issues and concerns of the population;
- The promotion of local communication/ information tools and theatre troupes at the community level to serve community institutions such as the Rural Councils, NRM committees, and producer groups.

5.5 MONITORING, EVALUATION, REPORTING, AND ANALYSIS

The complexity of the Wula Nafaa program across three regions inspired the establishment of a component for Monitoring, Evaluation, Reporting, and Analysis (MERA) that is in charge of following activities and measuring impacts, results, and success stories.

Monitoring is an iterative process for collecting and analyzing information that measures the progress of a project in relation to expected outcomes. It provides managers and participants regular feedback that can help determine if the project is meeting its objectives.

Evaluations are periodic estimations of the performance and impacts of the project. They also describe lessons to be learned from experience.

The MERA component designed and implemented a system for collecting and validating information on Wula Nafaa activities. The facilitators and technical staff were in charge of collecting data.

5.5.1 CONTEXT OF MONITORING ACTIVITIES

In April 2005, the office of the Regional Inspector General of USAID conducted an audit of the Wula Nafaa Program to verify whether it was following the planned execution of activities and ultimately to assure that the assigned objectives would be met. In response to several questions raised by this audit, WN recruited a full time specialist to improve monitoring on the ground.

After the audit, the Program indicators were revised to make them more compatible with the definitions of the contractual results targeted. This exercise resulted in changing the wording of some indicators, but the small changes had no impact on the comparability between results before and after the modifications. The manual of the MERA component and some of the forms used to collect data were revised to reflect the modifications.

In May 2006, the contractual results were revised in terms of numbers. Some indicators were lowered and others were broken into subsets.

A retraining of Tambacounda facilitators in MERA activities took place. After the retraining, technical assistance was provided periodically to the facilitators according to need.

Monitoring and data validation missions were organized from time to time for quality control purposes.

BICs trained in supporting MERA activities and writing FMPs

One of the successes of Wula Nafaa has been the capacity-building of agents in the Inventory and Mapping offices of the regional forestry inspections. The BICs were established by the Forest Service in 1998, but they were not functional until Wula Nafaa arrived. The Program contributed to training agents in the region of Tambacounda, Kolda, and Ziguinchor. A first grant was awarded to two BICs (Kolda and Tambacounda) for their equipment. The forestry agents were sent for training at the Centre de Suivi Ecologique.

After the arrival of the new team leader, it was decided to upgrade the equipment at the BICs and to add a new one in Ziguinchor. Thus, each BIC now has a computer, printer, two GPS units, and a plotter for large-scale map printing.

In addition to this materiel and training, the Program financed the construction of BIC offices in Ziguinchor and Kolda and the connection to internet in all three IREF offices.

All these activities are under the heading of assistance to the IREFs, with the objective of allowing them take ownership of the achievements of the Program.

Concurrently with capacity building and donation of materiel, the skills of BIC agents were often used for specific needs. With the support of the CSE, the BICs were able to print land use maps for Koussanar, Sakar, and Mangagoulack, and maps of forest such as Balmadou. Each year, the BIC agents mark the limits of exploitation parcels for forests under management. They also participated actively in the Saré Bidji bamboo and other inventories.

INSTALLATION OF A NEW BIC IN KEDOUGOU: The Program decided to put another BIC in place in the Kédougou sectorial Forest Service offices. All the materiel has been delivered and the two foresters there have been trained in basic mapping.

5.5.2 CONSTRAINTS

In spite of the improvements noted by USAID in 2007 after the audit, some difficulties remain in the monitoring and evaluation system.

- A low frequency of field visits by the head of MERA, due to an overload of work;
- The low literacy rate of producers who were in charge of collecting data at the village level;
- The turnover of facilitators in certain places.

Two major constraints were evident in the collaboration with BIC agents:

- The foresters are in high demand by other projects and programs, a fact which causes some activities to begin late for Wula Nafaa;
- In certain BICs, the second agent is posted in a different town, which reduces their opportunity to participate in all activities.

A solution would be for Wula Nafaa to request fully-affected foresters to the regional BICs at the level of the Directorate.

5.5.3 PERSPECTIVES FOR THE FUTURE

- Organize more re-training meetings for facilitators and staff, but also for producers in charge of the data notebook at the village level;
- Pre-format the record books, notebooks, and attendance sheets used by facilitators;
- Make a report outline template for facilitators to use at training sessions;
- Reinforce the role of assistant coordinators;
- Hire an assistant each time one is needed;
- Verify data in the field at least once per quarter.

With respect to the BICs,

- BIC agents may be trained in more high-tech software for image treatment such as Erdas and ArcGIS if deemed necessary.
- The Program should develop a work plan every year with the BIC agents with oversight by the regional inspection.

Building the BICs' skills in inventory, drafting FMPs, and dividing forests into blocks should allow the Program to depend on them for all the work that goes into a forest management plan.

APPENDIX I: DOCUMENTS COMPLETED 2003-2008

<i>Title</i>	<i>Month</i>	<i>Author</i>
2003		
Market products appropriate for Wula Nafaa	Feb	IRG
Report on the Evaluation of Hunting Concessions	Jun	Wendy Wilson Fall, Clark Lungren, Mike McGahuey
Report on Proposed Intervention Zones (French-English)	Jun	Suzan Gannon, Bineta Coly Guèye
Process of Comanagement in Classified forests	Jun	IRG
Annexes for the Report on the Evaluation of Hunting Concessions	Jun	Mike McGahuey Specialist AG/NRM, USAID/Wash
Analysis grid for Forest and Agricultural products of Tambacounda Region	Aug	Wula Nafaa
First semester review of program activities (Apr - Sep 2003)	Sept	Wula Nafaa
Mission report on starting up participatory inventory in WN sites	Oct	Cécilia Polansky
System for Monitoring, Evaluation, Reporting back, and Analysis: Manual for the Program, with forms to be filled out for indicators	Jul	Malcolm Marks
Documentation on Forest-based, wildlife-based, and agricultural products targeted by the Program	Sep	Wula Nafaa
Summary report on the implication of local populations in the management of wildlife	Nov	Vérence Manga, consultant
Annual Report for the Period January - September 2003	Nov	Wula Nafaa
Inception Report For the Period January – March 2003	Apr	Wula Nafaa
Annual Workplan 2003	Jun	Wula Nafaa
Annual Work Plan for the Period Jan – Sep 2003	Jun	Wula Nafaa
Revised Annual Work Plan for the Period Oct 2003 – Sep 2004	Dec	Wula Nafaa
2004		
Fonio: Presentation of this cereal	Jan	Bineta Coly Guèye
Study on the market exploitation of <i>Pterocarpus Erinaceus</i> (Vène)	Jan	Wula Nafaa
Training of local elected officials and heads of community-based organizations (CBOs) of certain Rural Communities located in the Region of Tambacounda	Feb	Mamadou Diouf
Report on training in GERME for community facilitators in the AG/NRM Program Wula Nafaa	Apr	Massamba Diop Abdoulaye Ndiaye
Stakeholder Round Table discussion in the mbepp gum market chain	Apr	Laurent Gomis
Consensus-building framework for stakeholders in the des Acteurs de the baobab fruit market chain	Jan	Laurent Gomis
Consensus-building framework for fonio products		Wula Nafaa
Report on the fonio processing training	May	Bernadette Bianquinch
Report on the jujube processing training	Apr	Wula Nafaa
Report on the baobab processing training	Mar	Wula Nafaa
Report on the Socio-economic studies carried out in Kolda Region	Jun	Amadou Hadji
System for Monitoring, Evaluation, Reporting back, and Analysis: Analysis of household questionnaires from the Region of Tamba	Jun	Sadio Fall Coulibaly Malcolm Marks
Report of the financial analysis of natural and agricultural products in Eastern Senegal	Jun	Astou Sène, Cheikh Mbacké Ndione
Consultant report on funding initial training of new facilitators and retraining of old facilitators (draft and final)	Aug	Makono Diarra
Consultant report on funding AG/GRN Facilitator management	Aug	Sanogo Kadiatou Diallo

Title	Month	Author
Report on the retraining session for old facilitators and area coordinators for AG/GRN	Aug	Makono Diarra
Report on the first session for training new facilitators for WN	Aug 2004	Makono Diarra
Subsector verification	Jul	Wula Nafaa
Verification of project intervention sites in Kolda	Jun	Wula Nafaa
Guide or training module: Decentralization theme for Natural resources in general and forest resources in particular		Wula Nafaa
Study on laws and exploitation practices for vène, mbepp gum, and baobab fruit, and perspectives for their sustainable management		Emilien Dubiez
Perspectives on concession-based hunting in Senegal	Sep	Papa Alassane Diop, Malcolm Marks
Quarterly Progress Report for the Period October – December 2003	Jan	Wula Nafaa
Quarterly Progress Report for the Period January – March 2004	Apr	Wula Nafaa
Quarterly report Jan-Mar 2004	Apr	Wula Nafaa
Quarterly report Apr-Jun 2004, English and French	Jul	Wula Nafaa
Annual report Oct 2003-Sep 2004 -English and French	Oct	Wula Nafaa
Annual Workplan 2004-2005 – English and French	Oct	Wula Nafaa
Strategy for Economic Benefits component	Sep	Brook Johnson and Bineta Coly Gueye
Local Convention for Tomboronkoto	Aug	
Local Convention for Saraya	Jun	
Local Convention for Salémata	Jun	
Local Convention for Missirah Sirimana	Jun	
Local Convention for Goudiry	Jun	
Local Convention for Kothiary	Jun	
Local Convention for Bandafassi	Jun	
2005		
Study on current and potential sources of revenue from management of forest and wildlife resources in the Rural Communities	Feb	Abdou Sène, Consultant
Training module: Building leadership capacity for facilitator coordinators	Mar	Abderhamane Djiré, Consultant
Final report: Consensus-building framework for palm oil	Apr	Ousseynou Sané Kalidou Sonko
Study on the need for the WN to connect Forest Service to the internet	May	Abdou Sène, Consultant
Market study on powdered baobab fruit (<i>Adansonia digitata</i>)	May	Mamadou Fall, Consultant
Study on the potential for RCs to increase their revenues from a sustainable exploitation of wood resources	May	Alpha Seybatou Djigo Socio Economist / manager Consultant
System for Monitoring, Evaluation, Reporting back, and Analysis: Analysis of household questionnaires from the Region of Kolda. Document 3 : Familiarity of households with policies governing natural resources	Sep	Malcolm Marks
Evaluation of the Potential for Wula Nafaa to support tourism in the Tambacounda Region, Senegal	Sep 2005	Andee Davidson, WWF LIFE Project Namibia
Workplan 2004 - 2005 – English and French	Oct	Wula Nafaa
Quarterly report Oct-Dec 2004 – English and French	Jan	Wula Nafaa
Quarterly report Jan-Mar 2005 - English and French	Apr	Wula Nafaa
Quarterly report Apr-Jun 2005 - English and French	Jul	Wula Nafaa
Annual report Oct 2004-Sep 2005- English and French	Oct	Wula Nafaa
Local Convention for Sakar	Nov	Wula Nafaa
Local Convention for Malème Niani	Jan	Wula Nafaa
2006		
Market study on beeswax - Main report	Feb	Soulèye Cissé and CAM Partners
Final report on the Rapid evaluation of current socioeconomic and biological conditions in the ZIC of Falémé, and Recommendations for future management	Mar	US Forest Service

Title	Month	Author
Report of the Round table discussions on the Cashew market chain	Mar 2006	Ousseynou Sané, Mohamed L.D. Ndecky
Activity report on the training seminar given in Pulaar for members of producer networks supported by AG/GRN	Apr 2006	Demba Guissé, GIE EDOA
Report on the training of administration members of producer networks supported by AG/GRN	Apr 2006	Négué Kéïta, GIE EDOA
Report on functional literacy training of members of the network in Kolda Region	Apr 2006	GIE Château d'Eau
Report on seminar to train members of networks supported by WN	Apr	GIE EGNIRE
Report by the Focus Group on questions of Governance, land use, and pastoralism in Tambacounda	May	Susan Gannon
Report on the mission to India	May	Amath Diop, Samba Arona Ndiaye
Study on Senegal's sawtimber market chain for reforming forestry fiscal regulations	Jun	Alassane Ngom, Gerry Grosenick, Coumba N. Diouf
Feasibility study on touloucouna in the arrondissement of Tendouck	Jul	Papa Ousseynou Sané – Action Sud Ziguinchor
Study on putting a processing unit in place for Maria Distribution (method HACCP) – system conforming to agro-alimentary standards of construction in the artisanal zone of Thiaroye – Financing of a manual for sanitary and hygienic quality control	Sep	GIE Maria Distribution
Study on the surveillance, monitoring, and control of forestry exploitation in Senegal	Sep	Alpha Seybatou Djigo, Socio Economist / Manager Consultant
Task Force – Guidelines for writing laws on forest fiscalty	Nov	Alpha Seybatou Djigo
Development of a Procedural Handbook for Natural Resource Management Plans for Rural Communities and Community Forest Management, in Support to USAID Senegal and WN Project	Nov	USDA/USFS/USAID/AG/NRM
Forest management plan for Koulor	Aug	WULA NAFAA
Consensual principles and methods for a better administration of forestry exploitation	Jun	ALPHA SEYBATOU DJIGO AND COUMBA DIOUF, CONSULTANTS
Supporting consultation to the Economic Benefits component on training facilitators from Tambacounda and Kédougou in credit management and market chain analysis	Dec	Groupe CAM Partners
Training of Koulor producers in cutting and charcoal-making techniques	Jun	Mahamadou Keita dit Chérif, Seyni Camara
Workplan 2005-2006 – English and French	Oct	Wula Nafaa
Quarterly report Oct-Dec 05 English and French	Jan	Wula Nafaa
Quarterly report Jan-Mar 06 English and French	Mar	Wula Nafaa
Quarterly report Apr-Jun 06 English and French	Jun	Wula Nafaa
Annual report 2005-2006 – English and French	Sep	Wula Nafaa
Local Convention for Djirédji	May	
Local Convention for Tanaff	Jun	
Local Convention for Simbandi Brassou	Jun	
Local Convention for Diendé	Jul	
Local Convention for Bambaly	May	
Local Convention for Koussanar	Feb	
Local Convention for Sinthiou Malème	Feb	
Local Convention for Dakately	May	
2007		
Report on cashew producers and collectors in the Tendouck pilot zone	May	
Administrative and Financial documents relative to the mgt system		Cheikh Guissé, expert economiste/trainer; Chérif Younouss Bâ, Specialist local dvlpt
Status of governance in the Rural Community of Koulor	Apr	Mamadou A. Diako and Lamine Dramé - Consultants
Status of governance in the Rural Community of Missirah	Mar	Mamadou A. Diako and Lamine Dramé - Consultants
Feasibility study on using the train as commercial transport of charcoal	Feb	Mamadou Fall

Title	Month	Author
Study on the characteristics of demand for madd in Dakar		Gaby Jose Ababa, Trainee
Evaluation of USAID's Agriculture and Natural resources Management Program "Wula Nafaa"	Dec	Weidemann Associates, Inc.
Guide for drafting and implementing Local Conventions in Rural Communities	Jan 2007	Wula Nafaa
Practical guide for natural resource guards	Jul	Mame Mory Diagne and Dibocor Dione - Consultants
GAF Module 1: Familiarity with decentralization: skills transferred and stakeholders	Aug	Mamadou A. Diako and Lamine Dramé - Consultants
GAF Module 2: Management of transferred skills: organization and functioning	Aug	Mamadou A. Diako and Lamine Dramé - Consultants
GAF Module 3: Decentralization: financial management	Aug	Mamadou A. Diako and Lamine Dramé - Consultants
GAF Module 4: local citizenship	Aug	Mamadou A. Diako and Lamine Dramé - Consultants
Module on training the UICVGF and CCGF in administrative and financial management (appendix to the mission report on training in GAF and drafting the annual workplan for management committees under the PAF for Sare Bidji)	Jun	Samba Moussa Baldé and Bassa Diawara - Consultants
Market study on palm oil in Casamance	2007	Papa Ousseynou Sané - Action Sud Ziguinchor
Mission report on implementing GAF tools in Koulor	Jun	Cheikh Guissé Master Economist/trainer
Market study on bamboo	Nov	M. Laurent GOMIS - Consultant
Report on the workshop to harmonize approaches to surveillance of forests	Jul	Mame Mory Diagne and Dibocor Dione - Consultants
Workshop on the cashew market chain	Feb 2007	USAID Program for Economic Growth, Wula Nafaa, African Cashew Alliance (ACA) and West Africa Trade Hub
Writing annual workplans and budgets for the UCIVGF of Sare Bidji (appendix to the Mission report on training in GAF and writing annual workplans for management committees of the PAF for Sare Bidji)	Jul	Samba Moussa Baldé and Bassa Diawara - Consultants
Final report on the training and technical assistance in GAF	Mar	Cheikh Guissé expert economist/trainer, Chérif Younouss Bâ Specialist in local dvlpmnt
Training of management committees for the community forest of Saré Bidji in administrative and financial management	Jul	Samba Moussa Baldé and Bassa Diawara - Consultants
Mission report on harmonization of approaches to forest surveillance - Evaluation of the surveillance committees for forests in the Regions of Kolda and Tambacounda	Jun	Mame Mory Diagne and Dibocor Dione - Consultants
Good Governance: Training for the Regional Council	Sep	Mamadou A. Diako and Lamine Dramé - Consultants
Supporting consultation to the Economic Benefits component on training facilitators in Tambacounda and Kédougou in credit management and market chain analysis	2007	Groupe CAM
Quarterly report Oct-Dec. 2006- English and French	Jan	Wula Nafaa
Quarterly report Jan-Mar 2007 English and French	Mar	Wula Nafaa
Quarterly report Apr-Jun 2007 English and French	Jun	Wula Nafaa
Annual report 2006-2007 English and French	Oct	Wula Nafaa
Forest management plan for Saré Bidji	Dec	Wula Nafaa
Forest management plan for Sita Niaoulé	Jul	Wula Nafaa
Local Convention for Karantaba	Feb	
Local Convention for Linkéring	May	
Local Convention for Mangagoulack		
2008		
Quarterly report Oct-Dec 2007 English and French	Jan	Wula Nafaa
Guide for writing a participatory forest management plan	Jan	US Forest Service, Cecilia Polansky
Brief for the natural resource guard	Jan	Wula Nafaa
Evaluation of biodiversity in tropical forests of Senegal	Mar	ECODIT

APPENDIX 2. STEPS IN WRITING A LOCAL CONVENTION

No.	Steps	Objectives, output	Where
1	Inform local administrative authorities	Give local stakeholders all the information concerning Local Conventions as a NRM tool	Rural Community, Zones, Villages
2	Make an action plan to draft the Local Convention and the land use plan (POAS)	Have the Rural Community make an action plan that results in publishing the Local Convention	Rural Community, Zones, Villages
3	Status of known information on NRM in the RC is documented	Analyze the state of NR in the RC so that decisions can be made on how to manage them	Rural Community (with extension down to the zone level)
4	Drawing and validation of soil occupation zones in the Rural Community	Define the spatial limits of human settlements on a map of the RC, to facilitate management of NR	Rural Community, with information from zones defined
5	Draw up the land use plan (POAS)	Give local collectivities the needed decision-making tools using new technologies	Rural Community, Zones
6	Verification of mapped zones in the field	Provide partners with accurate information on mapped land use units	Villages, Zones, Rural Community
7	Formation of committees to draft the Local Convention	Animate and carry through local processes to produce a Local Convention	Villages, Zones, Rural Community
8	Drafting of rules at the zonal level	Allow the stakeholders define rules for access and utilization of natural resources	Zones
9	Harmonize and validate rules set out in the Rural Community's Local Convention	Finalize rules that are agreed and accepted by the entire Rural Community	Rural Community
10	Deliberation on and approval of the Local Convention	Confer legal status to the Local Convention and have the administrative authorities confirm this legality	Rural Community (Rural Council), Sous Préfecture
11	Extension of the Local Convention	Inform all stakeholders about the provisions described in the Local Convention	Management committees
12	Put in place and train the management committees	Formalize the management committees and build capacity to play their roles	Villages, stakeholder groups, Zones, Rural Community
13	Draft and implement an annual workplan based on the Local Convention	Define activities to be undertaken by stakeholders each year in the zones so that the Local Convention can be implemented	Villages, Zones, Rural Community

■

APPENDIX 3: TRAINING TOPICS BY YEAR 2003-2008

N.B. TOT means training of trainers

2004-2005

Facilitators and technical staff:

- Marketing, setting up a network
- Monitoring and evaluation
- GERME
- Moringa production techniques (Fatick)
- participatory management
- Utilization of the GPS
- Refresher on soliciting active participation (CLUSA)
- Quality control (Thiès)
- Drafting Local Conventions and Mgmt Plans (Kaolack)

Partners:

- PRC from Goudiry and Saraya, and Chef CERP in Koussanar, on local development, with ISMMR
- PRC of Sinthiou Malème, and the president of the Maison des Energies from Koumpentoum, on migrant herding
- Information sharing with partners on participatory management, in collaboration with USDA Forest Service
- quality control (Thiès)

2005-2006

Facilitators and technical staff:

- GERME (Kolda)
- Steps in writing the Local Convention
- Retraining in the new grant policy
- Retraining in Monitoring and evaluation
- TOT for forest surveillance
- Cashew processing
- New facilitator initiation
- Teaching literacy - facilitators in Tamba Kolda and Kédougou
- GERME (Ziguinchor)
- Computer training for staff

Partners:

- BIC foresters (mapping)
- Forest guards within the CIVD of Koussanar and Sinthiou Malème

- Literacy for network members
- Charcoal producers in Koulor (Casamance kiln)
- Initiation of the BIC in mapping (Ziguinchor)

2006-2007

Facilitators and technical staff:

- Credit
- Making Cents
- Initiation in PDA use
- TOT in governance (Missirah)
- TOT in governance (Sakar)
- HACCP

Partners:

- Forest guards (Kothiary)
- Forest guards (Malème Niani)
- Fonio network credit (Kédougou and Tamba)
- Charcoal market chain credit (Kolda)
- cashew market chain credit (Ziguinchor)
- GAF (Koulor)
- GAF (Missirah)
- GAF (Saré Bidji)
- Round Table (Koulor and Missirah)
- Round Table (Saré Bidji)
- Initiation of mbepp gum network members in use of the PDA (Koussanar)
- Retraining of BIC in mapping (Ziguinchor)
- Image correction for BIC agents (Tamba, Kolda, and Ziguinchor)
- TOT in governance (Missirah)
- TOT in governance (Sakar)
- Governance training for the Conseil Rural and population of Sakar
- Initiation to mapping for the BIC of Kédougou
- Agents of the BICs in making a database (Tamba and Ziguinchor)

2007-2008

Partners:

- Producers (Making Cents) and processors (HACCP)
- Zonal guards (Kédougou, Kolda, and Tamba)
- Members of the management committees, in utilizing the tools in the GAF

APPENDIX 4. SMALL GRANTS AWARDED 2003-2008

	Request date	Who was subsidized	Allocated FCFA	Amount given FCFA	Amount remaining	Length of time	Description of activities
1	16/11/2003	PRC Sinthiou Malème	582 000	582 000	0	Nov 2003-May 2004	60 hoes, 60 rakes, and 60 pairs of boots
2	17/11/2003	PRC Koussanar	582 000	582000	0	Nov 2003-May 2004	60 hoes, 60 rakes, and 60 pairs of boots
3	23/11/2003	PRC Salémata	388 000	388 000	0	Nov 2003-May 2004	40 hoes, 40 rakes, and 40 pairs of boots
4	02/12/2003	PRC Malème Niani	582 000	582 000	0	Dec 2003 – May 2004	60 hoes, 60 rakes, and 60 pairs of boots
5	07/01/2004	PRC Bandafassi	388 000	388 000	0	Jan –May 2004	40 hoes, 40 rakes, and 40 pairs of boots
6	07/01/2004	PRC Kothiary, Bala and Koulor	1 164 000	1 164 000	0	Jan –May 2004	120 hoes, 120 rakes, and 120 pairs of boots
7	07/01/2004	PRC Saraya	388 000	388 000	0	Jan –May 2004	40 hoes, 40 rakes, and 40pairs of boots
8	03/02/2004	Governor of Tamba	260 000	260 000	0	Mar –Apr 2004	Support for the national holiday of 4 April (supplied 200 tee-shirts)
9	03/08/2004	Kédougou GIE Koba Club	2 055 000	2 055 000	0	Feb – Mar	Remodeling of the processing unit for forest products
10	11/02/2004	Koussanar	19000	19 000	0	Feb- Jun 2004	Gardening
11	23/02/2004	PRC of Goudiry	485850	485 850	0	Feb –Mar 2004	Cultural center equipped with 50 plastic chairs, 2 conference tables, 4 ceiling fans, and remodeled washrooms
12	15/03/2004	Préfet of Bakel	260000	260 000	0	Mar Apr 2004	200 tee-shirts for a student parade
13	30/03/2004	ARD Kédougou, Head of the local unit	11908520	8 000 000	0	Mar –July 2004	Vehicle repair; Motorcycle purchase; laptop computer and desktop computer; photocopier; scanner; printer; training and literacy activity
14	08/03/2004	TAMBA President de l'association sénégalaise des amis de la nature	245000	245 000	0	apr-04	Uniforms for association members for the April 4 2004 celebration -- skirts, shorts, skirts, scarves, and tee-shirts
15	31/03/2004	Maison des Eleveurs in arrondissement of Koumpentoum	250000	250 000	0	apr-04	Finance of the organization that joins herders and development partners
16	15/06/2004	Agent Régional de Développement Tamba Department	5120000	5 120 000	0	apr-04	Construction of a hangar to shelter participants; training program for elected officials ¹
17	15/06/2004	GIE YallaYana of KOUSSANAR	175500	175 500	0	Jun – Aug2004	Gardening activity
18	15/06/2004	GPF tinnito mboul de Koussanar	150250	150 250	0	Jun 2004 – May 2005	Gardening activity

continued ---

¹ Hangar was destroyed by rain

	Request date	Who was subsidized	Allocated FCFA	Amount given FCFA	Amount remaining	Length of time	Description of activities
19	15/06/2004	GIE Wakilaré in Sinthiou Maléme	280 000	280 000	0	Jun 2004 – May 2005	Gardening activity
20	18/06/2004	Direction des Eaux and Forêts Tamba	13 000 000	13 000 000	0	Jun 2004- May 2005	Marking limits and placing signs around forests; Reconnaissance and mapping of hunting concessions; Support for the process of managing community forests
21	23/07/2004	Gpt Mère Thérèse, Gie Koba club, Gie Dindéfelo and Oubadji	7 765 520	7 765 520	0	Delivery for end of Program	Purchase of 6 shellers
22	28/07/2004	IREF Kolda	13000000	10 000 000	0	Aug 2004 – May 2005	Marking limits and placing signs around forests; Reconnaissance and mapping of hunting concessions; Support for the process of managing community forests. ¹
23	29/07/2004	Association des Artisannes Professionnelles de l'alimentation du Sénégal (AAPAS°)	1 212 000	1 212 000	0	Jan-Feb 2005	Promotion of fonio
24	29/07/2004	Orange bleue Sénégal	7 448 748	7 448 748	0	Oct 2004- Sept 2005	Synergie Orange bleus –Wula Nafaa and production of fonio in Koussanar
25	30/08/2004	Jeunes Filles Entrepreneuses de Kaolack	13247550	13247550	0	Oct 2004- Sept 2005	Processing, storing, and packaging of local products
26	20/09/2004	Moringa Energie Développement	12 500 000	7 000 000	0	Aug 2004- Apr 2005	Promotion of moringa ²
27	06/05/2005	Direction des Eaux and Forêts (DEFCCS)	6 200 000	6 200 000	0	May -Jul 2005	Evaluation of hunting concessions
28	28/10/2005	IREF Tambacounda	955 000	955 000	0		Equipment for the BIC (IREF)
29	24/01/06	IREF Ziguinchor	955 000	955 000	0		Equipment for the BIC (IREF)
30	27/01/06	IREF Kolda	955 000	955 000	0		Equipment for the BIC (IREF)
31	24/02/2006	Action Sud	9 491 000	6 084 700	3 406 300		Market study on palm oil ; Round-table on cashew ; Feasibility study on sawtimber ; Study and training on processing nététo ; Training in Germe for WN facilitators (Bignona)
32	Mar 2006	Support for nurseries in the CRs Missirah, Maléme Niani, Koussanar, Saraya, Salimata and Dakatély	1168465	1 168 465	0		Purchase of inputs (seeds and materials), production of a plan, tree planting, direct seeding, and followups

continued ---

¹ Grant suspended because of activities not being carried out (3 000 000 not distributed)

² Activity suspended at the point of finding available land and seed distribution (5 500 000 not distributed)

	Request date	Who was subsidized	Allocated FCFA	Amount given FCFA	Amount remaining	Length of time	Description of activities
33	24/04/06	Maria Distribution	12 852 000	12 852 000	0		Site study for constructing according to HACCP norms ; development of Maria Distribution products ; systematic approach to meeting agroalimentary standards
34	15/05/06	GIE Gadafaro in Koussanar	1 376 377	1 376 377	0		Construction of a processing unit and purchase of processing materials
35	25/05/06	Fédération des transformateurs de pain de singe à Salimata	378000	378 000	0		Purchase of processing materials for baobab fruit
36	13/09/2006	Construction of 2 offices at the IREF of Ziguinchor	4957350	4 957 350	0		Construction of offices
37	27/09/2006	Promotion of planting the oil palm « ténéra »	11079843	6600985	4 478 858		Purchase of germinated seeds and a motorcycle ; partnership and monitoring of the business
	16/11/2006	CAM Group	6015000	6015000	0		Analysis of market chain, business plan, and partnering with enterprises supported by the program
38	09/06/2006	Manobi	12 788 000	12 788 000	0		Activities begun 22 December 2006, so a letter must be sent to get a tentative activity report.
39	08/12/2007	GIE Diyabougou	1119250	1 119 250	0	3 mos.	Construction of a processing unit and materials
40	16/02/2007	GIE PANPY in Sakar	2 676 000	2 676 000	0	3 mos.	Construction of a processing unit and materials for baobab
41	09/06/2007	Manobi	5 477 300	5 477 300	0		Implementation of the mobile assistance service to commercialize Mbepp gum for 4 groups
42	04/07/2007	IREFs of Kolda and Ziguinchor, and Kédougou sector	9 300 000	9 300 000	0		Purchase of 3 printers for the BICs
43	09/07/2007	Kédougou forestry sector	2 230 000	2 230 000	0		Purchase of a computer, printer, and 2 GPSs
44	05/10/2007	IREFs in Kolda, Ziguinchor, and Tamba	2 800 250	2 800 250	0		Installation of internet access in the offices
45	27/07/2007	Société de Commercialisation de Produits Locaux (Ziguinchor)	2 394 756	2 394 756	0		Assistance in setting up a management and accounting system
46	10/11/2007	IREF of Kolda	367 300	367 300	0		Office remodeling
47	15/11/2007	Rural Community of Sakar	709 400	709 400	0		Design of a forest boundary marker map
48	20/11/2007	Rural Communities of Missirah, Koulor and Saré Bidji	4 466 000	4 466 000	0		GAF form design and office furnishings
49		IREF of Kolda, Tamba, and Ziguinchor ; sector in Kédougou	5 924 000	5 924 000	0		Training for BIC agents at CSE
		Total	200 092 229	173 874 551	26 217 678		

APPENDIX 5. LIST OF WULA NAFAA STAFF

No	Name	Function
1	Mactar Cissé	National Coordinator
2	Baidy Bâ	National Coordinator
3	Babacar Salif Guèye	National Coordinator
4	Bob Winterbottom	Team Leader
5	John Heermans	Team Leader
6	Abdou Sène	Assistant Team Leader
7	Malcolm Marks	Section head for Policy and SERA components
8	Cheikh Tidiane Touré	Section head for Rights and Responsibilities component
9	Papa Sarr	Head of Sustainable Development
10	Brook Johnson	Section head for Community Benefits component
11	Bineta Coly Guèye	Head of Marketing and Business for Community Benefits component
12	Djiby Kâ	Head of Training and Communication
13	Maimouna Kane	Head of Literacy Training
14	Abderhamane Djiré	Facilitators Coordinator
15	Pierre Tendeng	Head of Administration
16	Renée Vidal Ndoye	Head of Administration
17	Mamadou Guèye	Head of Administration
18	Yacine Mbengue Fall	Accountant
19	Mamadou Ndao	Assistant accountant and Administrative Assistant
20	Khar Dakono	Administrative Assistant
21	Ndèye Fatou Diop	Head of Small Grants
22	Sadio Fall	Technical Advisor in

No	Name	Function
23	Oulimata Kanté	Central Project
24	Bangaly Diaouné	Administrative Assistant
25	Adiouma Traoré	Driver
26	Séga Dicko	Driver
27	Moctar Niang	Driver
28	Modou Boye	Driver
29	Daopane Ndiaye	Driver
30	Astou Sané	Janitor
31	Saloum Cissokho	Assistant Coordinator / Tamba
32	Ousmane Bâ	Facilitator - Malème Niani
33	Ladji Dabo	Facilitator - Dimbo
34	Kiné Vilane	Facilitator- Sinthiou Malème
35	Amie Diop	Facilitator- Bala
36	Ahmet Bathily	Facilitator - Kothiary
37	El Hadji Djibril Seck	Facilitator - Dawady
38	Alioune Badara Ndao	Facilitator - Hamdalahi Cokkoy
39	Awa Diallo	Facilitator- Bandafassi
40	Martial Bonang	Facilitator - Oubadji
41	Néné Tabara Baldé	Facilitator- Cankkoy
42	Arona Traoré	Facilitator - Nafadji
43	Tamba Camara	Facilitator - Khossanto
44	Mariam Amadou Sall	Facilitator-

	Coulibaly	SERA
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		Sinthiang Coundara
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PERSONNEL DU WULA NAFAA – cont'd

No	Name	Function
45	Aminata Niang	Facilitator- Diendé
46	Cheikh Sidy Coly	Facilitator - Bambaly
47	Abdoulaye Niké Diallo	Facilitator - Bonconto
48	Sidy Mohamed Barry	Facilitator - Pata
49	Maguette Diop	Facilitator- Karantaba
50	Amadou Dramé	Facilitator - Ndorna
51	Fokiné Mané	Facilitator - Linkéring
52	Cheikh Sadibou Mané	Facilitator - Simbandi Brassou
53	Balla Danfakha	Facilitator - Niagha
54	Moussa Diallo	Facilitator - Dindéfelo
55	Ousmane Mballo	Facilitator - Linkéring / Bonkonto
56	Souleymane Diakhaté	Facilitator - Koulor
57	El Hadji Alioune Seck	Facilitator - Missirah
58	Mame Sémou Diouf	Facilitator - Koulor
59	Boubacar Diédhiou	Facilitator - Tenghori
60	Demba Sané	Facilitator - Diégoune

No	Name	Function
61	Thiérikh Ndong	Facilitator - Dakar
62	Demba Sidi Bâ	Facilitator - Dakar
63	Lamine Kamara	Facilitator - Dakar
64	Boubacar Traoré	Facilitator - Kothiary
65	Amadou Tidiane Diallo	Facilitator - Koussanar
66	El Hadji Malick Diallo	Facilitator - Missirah
67	Mamadou Bâ	Assistant Coordinator / Kédougou
68	Boubacar Diallo	Facilitator - Salémata
69	Lamine Diémé	Assistant Coordinator / Zone Kolda
70	Mariama Yamatoulaye Baldé	Facilitator- Saré Bidji
71	Boubacar Fofana	Facilitator - Sakar
72	Tamba Diallo	Facilitator - Tanaff
73	Hamet Kéba Goudiaby	Assistant Coordinator / Ziguinchor
74	Moussa Cissokho	Facilitator - Ziguinchor
75	Gorgui Guèye	Facilitator - Dakar

APPENDIX 6: RURAL COMMUNITIES IN PARTNERSHIP WITH WULA NAFAA

Tambacounda Region

No	Departements	Arrondissements	RC Partenaires de Wula Nafaa
1	Département de Bakel	Arrondissement de Goudiry	RC de Goudiry
2		Arrondissement de Balla	RC de Kothiary
3	Département de Tambacounda	Arrondissement de Koumpentoum	RC de Malème Niani
4		Arrondissement de Koussanar	RC de Koussanar
5			RC de Sinthiou Malème
6		Arrondissement de Missirah	RC de Missirah
7	Département de Kédougou	Arrondissement de Saraya	RC de Saraya
8			RC de Missirah Sirimana
9			RC de Khossanto
10		Arrondissement de Bandafassi	RC de Bandafassi
11			RC de Tomborokoto
12		Arrondissement de Salémata	RC de Salémata
13			RC de Dakatély

Kolda Region

No	Departements	Arrondissements	RC Partenaires de Wula Nafaa
1	Département de Vélingara	Arrondissement de Bonconto	RC Sinthiang Coundara
2			RC de Bonconto
3			RC de Linkéring
4	Département de Kolda	Arrondissement de Médina Yoro Foula	RC de Pata
5		Arrondissement de Dioulacolon	RC de Ndorna
6			RC de Saré Bidji
7	Département de Sédhiou	Arrondissement de Diendé	RC de Djirédji
8			RC de Bambaly
9			RC de Diendé
10			RC de Sakar
11		Arrondissement de Tanaff	RC de Tanaff
12			RC de Niagha
13			RC de Karantaba
14	RC de Simbandy Brassou	RC de Kolibantang	
15			

Ziguinchor Region

No	Departements	Arrondissements	RC Partenaires de Wula Nafaa
1	Département de Bignona	Arrondissement de Tendouck	RC de Mangagoulack
2			RC de Balinghor
3			RC de Diégoune
4		Arrondissement de Tenghori	RC de Tenghori

APPENDIX 7: BARRIERS REDUCED BY THE POLICY COMPONENT

2004

1. **Policy agenda lacking:** A policy agenda was developed
2. **No procedure for implementing forest management in the field:** Model workplan and pre-management plans developed for targeted forests
3. **No control over resource exploitation: mbepp gum:** Implementation in Koussanar of a tax on the sale of mbepp, adopted in the local code
4. **Marketing of certain forest products completely informal:** Definition and formalization of a system for marketing mbepp gum
5. **Lack of familiarity on laws about decentralization:** Sensitization and application of decentralization laws in the communities
6. **Difficulty applying certain parts of the Forestry Code:** Agreement signed with DEFCCS for WN assistance; establishment of the round-tables to revise certain articles; identification of problem provisions
7. **Lack of integration of herders in local planning:** Study on the laws governing migrant herding - terms of reference written and study completed
8. **No forest guard system in place:** Identification of the lack of a budget item in Rural Community budgets for the natural resource guard committees to be set up; provisions made to include them in budgets
9. **Concession-based hunting injustices:** Study on concession-based hunting done and revised to prioritize barriers
10. **Consistency among Local Codes:** Development of consistent models to use in forests, and their sensitization

2005

1. **CRs not involved in planning and monitoring activities in hunting zones::** Explanatory notes and round-table discussions carried out
2. **Lack of familiarity with community rights on the part of elected officials:** 220 community members and elected officials trained in their rights and powers under the ministerial decision on hunting for 2004/2005
3. **Inappropriate hunting laws:** Round-table discussions held
4. **No receipt books available for NR product exploitation at the regional level:** Regional versions drawn up for Tambacounda and Kolda
5. **Lack of a good model of a forest management plan:** Collaborative development of a forest management plan writing manual
6. **Unfair distribution of revenues from fines collected in NR infractions:** Analysis of legal texts and report written; comparison of current situation and identification of barriers; resulting in Note de Service by the DEFCCS
7. **Negative impact of “circulation charges: that are outside the law:** Analysis of legal texts and resulting Note de Service from the DEFCCS addressed to the IREF forestry control posts
8. **Failure to consider grazing in the definition of “valorizing” natural resources:** : Analysis of legal texts and report written leading to equal access granted to herders and other land users in Local Conventions and Local Codes
9. **Local Conventions and local codes not respected:** Local Convention for Tomboronkoto tested by the sous-préfet; intervention by the Forest Service to apply the laws

• 2006

1. **Failure to publicise the new version of the hunting code:** Acknowledgment of this shortcoming made during a regional workshop on the ZIC in Tambacoundait constaté lors de l'atelier régional sur la ZIC
2. **Lack of revenues coming in to the communities from hunting concessions:** Participation in the first national workshop on concession-based hunting
3. **Lack of revenues coming to the Rural Communities from forest taxes:** Studies on sawtimber; terms of reference drawn up for new legal text on forest fiscality and taxation; study done on the subject
4. **Failure to consider the status of baobab fruit in the shell as a different product than baobab powder for taxation purposes:** Temporary solution adopted with IREF in Tamba that reduces tax on whole baobab fruit by 40% based on tonnage; protocol needed to confirm production
5. **Lack of access to charcoal market by local populations:** Forest management plan for Koulor approved and 1500 quintaux of charcoal authorized for production by locals
6. **Lack of administrative and financial procedures at the village management committee level:** TDR on the status of pastoralism, good governance, and land use carried out

2007

1. **Unfamiliarity with NRM laws:** :Forestry Code distributed
2. **Lack of administrative and financial procedures at the village management committee level:** Reports on the status of pastoralism, good governance, and land use carried out in Missirah, Sakar, and Koulor; Training of trainers in Missirah for good governance; Forest Mgmt Plan for Koulor being implemented and included for the national quota (520 quintaux for locals); management and exploitation organizations in Koulor are functioning; the FMP for Sita Niaoulé is being implemented and included in the national quota (6000 quintaux for locals); management and exploitation structures in Sita Niaoulé are functional; ministerial decision on different dates for opening and closing of charcoal season in managed versus unmanaged forests.
3. **Lack of land use plans at the RC level:** First land use plans drawn up in Koussanar to be used as WN model
4. **No authority given to NR guards:** Study on the experiences in forest surveillance done; workshop on harmonizing approach to forest surveillance; workshop results presented in Dakar at the DEFCCS; followup presentations in Kédougou, Tamba, Sédhiou, et Kolda
5. **Quota allocation system doesn't conform to the law:** Letter from 4 Rural Communities sent to the DEFCCS requesting that managed forests be exploitable according to calculated sustainable yield in the FMP
6. **Quota allocation system doesn't conform to the law:** Charcoal produced in Saré Bidji was marketed
7. **Quota allocation system doesn't conform to the law:** Charcoal produced in Koulor was marketed
8. **Quota allocation system doesn't conform to the law:** Ministerial decision on different dates for opening and closing of charcoal season in managed versus unmanaged forests

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