



ACTION SUD ZIGUINCHOR

Immeuble Dunya, Quartier Médina Plateau

BIGNONA, SENEGAL

Tél. Bureau 33 994 31 43

Tel. Mobile 77 635 28 25

Email : actionsud@yahoo.fr

RAPPORT D'ÉVALUATION DE L'URCFZ, PROJET FOKUS

Rapport final

JUILLET 2009

Papa Ousseynou SANE

Table of contents

I- Introduction	3
II- Project Description	3
III- Evaluation Objectives	4
IV- Methodological Approach	4
V- Project results	5
VI Recommendations and Conclusions.....	22
6-1 Conclusions.....	22
6-2 General recommendations.....	22

I- Introduction

Further to an invitation to tender for a limited consultation, Action Sud Ziguinchor has been entitled to carry out an external evaluation of « women's contribution to the peace Process in Ziguinchor, Senegal », a project in the region of Ziguinchor.

The project which had started in 2006 and ended in 2008, was intended to empower UNFCS in terms of contribution to peace, perpetuation of activities related to alphabetization and in making economic initiatives aimed to better economic activities of (the) members in local communities come to light.

II- Project Description

2-1-Back ground

2-1-1-Cooperation Project between UNFCS, Norges Vel and NBK. The national Union of women cooperations in Senegal (UNFCS), had benefited from a project of support from FOKUS (Forum for women and development), through the Norwegian Association of Country women (Norges Bydgekvinneforbund, NBK) from January 2006 to December 2008. The total amount of the aid is about 500.000 NOK (Norwegian currency) or approximately 36 077 635 F CFA per annum. The objectives of the project for 2006-2008 are as follows :

Development objectives :

- To reinforce women participation in the peace process in Ziguinchor, Senegal.

Immediate objectives of the project :

- 1- Consolidation of women's rights and their roles as actors in peace building in Ziguinchor.
- 2- Empowerment of women as a contribution to promote their rights and the perpetuation of their roles as peace builders.

2-1-2- National Union of women Cooperation of Senegal

The National Union of women Cooperation of Senegal (UNFCS) was initially set up as UNCAS, Women Comity of the National Union of agricultural of Senegal. In July 1996 in 2004, the women comity obtained its legal autonomy as UNFCS. It always remains a full member of UNCAS.

UNFCS is constituted as an organisation in different levels.

In December 2008, 15 956 women members were organized in 421 local groups divided into 10 regional unions so creating the National Union.

The work achieved by the regional union of Ziguinchor consists in the implementation of two activities which are the coordination and the administration of the project, with a

special follow up from part of the Coordinator. Other actors have contributed to the success of the project. There are supervisors, the inspector, the female agent responsible of the monitoring, women trainers in alphabetization and the responsables for the groups members that have worked for a good developpment of the different steps and for the out reach of the project good.

The project has supported the alphabetization of 1000 women and 1 700 women have acquired technical activities producing incomes. Women have been sensitized and have been formed as peace actors through several specific activities, they have contributed to the peace process in the region and they are still working on it.

The amount for the support of the project for 2006-2008 has been useful to the financing of the functional alphabetization training, the training to the implementation of the activities producing specific incomes (fruit and vegetable tranformation, the dyeing on cloths, hair dressing, soap making and cereals transformation), the Regional Union members and many other members have received additional training in a accountancy and in business plan to perpetuate their undertakiorcy. With income producing activities and in the long term to secure peace.

III- Evaluation Objectives

- To have an external view of UNFCZ achievement in accordance with peace process ;
- To have an external view of the durability of the work accomplished by UNFCZ with in the project ;
- To have an external assessment on the relevance, the impact and the durability to the medium and long range of the project in general ;
- To have an external assessment of the project organization and administration bearing in mind the roles of the organizations involved ;
- On this basis, to make recommendation in terms of actions to undertake to contribute to the after project processin 31 -12-08 ;
- To have an external assessment of the functional alphabetization system and the trainings in income producing activities for the after project.

IV- Methodological Approach

This following evaluation which is participative, one will developp an approach combining the inspection of side effect documents (evaluation reports and the balance sheet), and the interview with key targets (focus goups, questioner). It will be based on a socio-economic approach according to gender. The side effect data (project document, reports and review) will be analysed according to the following point of view :

- Project description on the basis of the logical model which can thus be analysed : Goal, objectives, activities, outcomes, results, repercussions.

- Outcomes follow-up and results evaluation on the basis of appropriate collection tools.

The interaction with the evaluation targets will be done with support of the following approach : interviews with key guarantors, focus groups, questioner.

It will value tools such us :

- Conflict analysis tools
- Impact analysis tools on UNCFZ

The chosen methodology will consist inthe following steps :

- 1. Preparatory work**
- 2. Briefing in Dakar**
- 3. Meeting with URCFS in Ziguinchor**
- 4. Field investigation for data**

The following tools have been managed :

- Conflict analysis with two main tools :
 - Conflict profile.
 - And chronological table of the conflict.
- Matrix FFOM (strengths, weaknesses, opportunities and threats) on peace and Alphabetization.
- Flash diagnostic and SEPO (success, failures, potentialities and opportunities) over the entreprises.

5) Submission of preliminary report

6) Restitution to URFCZ face to face with the national coordination

7) Elaboration of the final report including the observation

V- Project results

5-1- Peace scope

5-1-1-Conflict Analysis

Conflict analysis is an unceasing process, by which a conflictual situation-most of the time constituted by different conflicts-is studied in order to identify the complexity and to better understand it.

The two tools that are used to grasp the perception of women on the conflict in Casamance have been in particular the conflict profile and the chronological conflict table.

5-1-1-1 Conflict Profile

The conflict the population of casamance is living is a regional conflict type. This crisis has started according to the population in 1982 when armed individuals accompanied by women have entered into Ziguinchor town to try and bring down the National flag floating in in the governor office.

This attempt failed totally because task forces have succeeded in pushing back the assailants so that their target objective had failed.

From that year on the southern region of Senegal is immersed in a triple crisis : Social-Economic-Political with very notable effects on the security and the environment (particular forest resources).

This situation of crisis was first of all held through regular confrontation between the national army and the armed sections of MFDC (Mouvement des Forces démocratiques de Casamance) ;

Before this, the populations used to live in complete harmony with a peaceful and harmonious cohabitation of several different ethnic groups.

It was in 1985, that a change in behavior of certain villagers was note. The later thought that they were superior to others and did whatever they wanted, above all in others orchards. Two years later, in 1987, the populations had started talking about the conflict.

In fact, in 1987 a teacher was shot down in NIADHIOU (in the borough of Nyaguiss) by armed individuals : he was the conflict first victim. Further to this assassination, the first military cantonement were settled in the villages.

The first confrontation between the national army and the armed gangs of MFDC had occurred on August the 15th 1990 in Boutoupa. Villages had been burnt down which results in the populations movement from south towards the center and some took refuge in Guinea Bissao from the year 1990 we notice :

- Frequent lootings of shops resulting in murders have been registered :
- Raping cases have been registered in particular during the cashew nuts campaign (may to june) and during the period of lemon picking (December to January).
- Kidnapping and assassination perpetrated by both parties involved in the conflict.

In 1993, the presence of anti-personal mines are detected and anti-tank mines too. In fact, during the presidential elections a small van full of voters exploded on an anti-tank mine killing ten persons.

In 1994, armed attacks became more extended. The first armed attack occurred in the center line of AGNACK-Camaracounda.

The rural economy has strongly been touched by massive cattle arm robbery by rebels in 1995.

In 1995, regular fights of high intensity opposing the army and the armed gangs of MFDC, brought along massive populations movement.

In 1997, a mediation process for a sustainable peace was started by the civil society like RADDHO (Rencontre Africaine pour la Defense des Droits de l'Homme), NGOs like Handicap International.

In 2006, there was a military demining of a track and the timorous return of displaced villages.

5-1-1-2- Chronological table of the conflict.

YEARS	EVENTS ACCORDING TO WOMEN'S VIEW
1985	<ul style="list-style-type: none"> • Change in behavior from part of some women villagers
1987	<ul style="list-style-type: none"> • Conflict first victim • First settlement of military quarters
1990	<ul style="list-style-type: none"> • First confrontation between the national army and the rebels • Looting of CR (rural boroughs) shops by rebels • Villages are burnt down which makes people move to the Gambia Ziguinchor and Guinea Bissao • Kidnapping and killing of men by the army and the rebels • Women are raped by the rebels mainly during cashew nuts campaign
1993	<ul style="list-style-type: none"> • A small van exploded on a mine during presidential election
1994	<ul style="list-style-type: none"> • First victim of armed attacks over the center line of A C
1995	<ul style="list-style-type: none"> • The populations run towards the center of Rural borough leave the borough heading to Guinea Bissao, the Gambia, ziguinchor to escape the fights • Massive cattle robbery
1997	<ul style="list-style-type: none"> • Beginning of a mediation process for a sustainable peace
2004	<ul style="list-style-type: none"> • Agreement signed between MFDC and the state of Senegal completely ending two decades of fight for the separatism in Casamance.
2006	<ul style="list-style-type: none"> • The setting up of the villages chiefs joint association • Meeting and inter villages debates on pacification • Meeting demining of a track

	<ul style="list-style-type: none"> • Timorous returns of some villages • Beginning of URFCS intervention on peace • Creation of district comities for peace keeping
2007	<ul style="list-style-type: none"> • A lot of prayers were initiated by associations and populations in worship places.

5-1-1-3- Capacities in the URFCS's level

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • sensitizing organised by local leaders for a possible meeting between women of « Kabonketoor » Ziguinchor and those of the Regional Union effective presence of the Governor of Ziguinchor and the former prefet of Bignona who is now in Sedhiou. • Objectives of there meetings : that women of other places can copy our system based on alphabetization to fight peace related qestions. • Women have learnt a lot from us concerning peace issue thanks to the alphabetization method we learnt from the FOKUS project. • Sensitizion the kids from kinder garden of Thionck Essyl municipality on questions related to peace among children. • Ability to conciliation • Solidarity with people according to the difficultives. • Knowledge of different forms of violences • Ability to sensitizion, familiarity with villages • Confidence with the populations • Building peace huts by women, this is not done, the soil exist but the means to build them are lacking. • These lots are acquired in the following communities : Tenghory, Diouloulou, Sindian and 	<ul style="list-style-type: none"> • Leaders are not formed on peace. It is a very sensitive point in this conflict environment. The executive bureau is neither formed to confront problem such as that of peace. They should learn about tools profiles of the conflict, the field of the conflict and do no harm approach to better tackle the problems • Lack of training for all but in return the result is good. • Non building of the lots • A possible rehabilitaion of the lots.

Thionck Essyl.	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • A better collaboration with local learders. • A more sincere reconciliation with other women like those of « Kabonketoor » from Ziguinchor who work for peace in beating their calabashes all over the town and even in consacrated woods. • Confidence with local leaders,with more contact. • Participation to CDD (Department comity of developpment) for froms related to peace only. • In the regional level from 2006 to 2008 women have much changed regarding peace related issues. • To participate in the concertation framework for peace with the authorities of the region. • Organization known for is ability to manageconflicts related issues in collaboration with women. 	<ul style="list-style-type: none"> • Fear to meet the rebels in the bush to sensitize them on question related to peace. • The end of the project. • Stopping of the sensitizion. due to the expiration of the support.

5-1-1-4- Specific situation of THIONCK ESSYL :

STRENGHTS	WEAKNESSES
<ul style="list-style-type: none"> • Knowledge of different forms of violence. • return of some combattants in their families completele. • Ability to sensitization, familiarity with villages. • Confidence with populations. • Ability to work in transparency. 	<ul style="list-style-type: none"> • non prepatation to take certain issues conflict related (discussions with the combatants in tolls. methods of the conflit analysis and chronological approach of the conflict.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Organisation continues to 	<ul style="list-style-type: none"> • Possible stopping the

<p>manage conflict related problems with women in consacrated woods.</p> <ul style="list-style-type: none"> • Succession the return of some combatants who have been sensitized. • Wish for another long term project 	<p>project</p> <ul style="list-style-type: none"> • Stopping of the sensitazion due to expiration of the support • There is no alphabetization equipements and food transformation materials
---	--

5-1-1-5-Kabrousse specific situation :

STRENGHTS	WEAKNESSES
<ul style="list-style-type: none"> • Knowledge of different forms of violence • Ability to sensitazion when dealing with dyeing • Some confidence with the population 	<ul style="list-style-type: none"> • Non return of some combattants to their families • Fright when talking this king of conflict related issues
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Ability to respond and manage issues related to conflicts 	<ul style="list-style-type: none"> • Inability to woke the casamance issues in public in this area for fear to be seen as someone who is against the movement

5-1-1-6 Aïda Souka specific situation :

STRENGHTS	WEAKNESSES
<ul style="list-style-type: none"> • Knowledge of different forms of violence • The return of young boys in their families • Ability to sensitaze in districts at grass root level • Confidence with the people of our district as regards the casamance crisis • Debate on questions related to the conflict at each meeting 	<ul style="list-style-type: none"> • Non control of some questions related to the conflict.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Organisation known for its ability to manage issues related to the conflict with women 	<ul style="list-style-type: none"> • The end of the project • Stopping of sensitazion due to the expiration of the activities

5-1-1-7- Badiana specific situation :

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Ability to conciliation • Knowledge of different forms of violence • Ability to sensitize, acquaintance in the village • Confidence with the population • The return of some young boys in their families 	<ul style="list-style-type: none"> • Non return of some combattants up to now in their villages • Non preparation to thoroughly tackle some issues related to peace (discussion with the combattants about tools like do no harm and other tools related to the conflict analysis and profile in its chronological evolution)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Ability to deal with questions related to the conflict of women 	<ul style="list-style-type: none"> • Stopping of sensitization due to the closure of the project • Closure of the project

5-1-1-8- Soutou specific situation :

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Knowledge of forms of violence • Ability to sensitize in the village • Confidence with the population • Ability to work in transparency 	<ul style="list-style-type: none"> • Non preparation to respond thoroughly to questions related to the conflict • Lack of discussions with the persons involved • inability to manage internal conflicts among women
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Organisation able to manage questions related to conflict with women in the village. 	

5-2- Alphabetization field

5-2-1- Regarding URFCZ

Internal environment :

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • A long experience in the alphabetization field • Perpetuation of the organization • Ability to sensitize and mobilize people • Appropriation of alphabetization by the members (calculation and management of farming exploitations) • Broad knowledge of the members of association • Ability to read ciphers and numbers • Ensurance and confidence • Hygiene and quality health operational planning and strategic 	<ul style="list-style-type: none"> • There is not a center pertaining to the local group, only temporary shettters exist and they are destroyed during the rainy season
OPPORTUNITIES	THREATS

External environment :

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS/DOUBTS
<ul style="list-style-type: none"> • Tecnical and managerial capacity • Improvement of in comes • Collaboration with local counsellors • A possible support by PADERCA (projet d'appui au developpement rural de la casamance) on fruit and vegetable transformation • Support to the transformation equipment in fruit and vegetables, soap, dyeing by SOCODEVI (societe de cooperation pour le developpement international). 	<ul style="list-style-type: none"> • Questionning on possible opportunity to have another program in the long-term

5-2-2- Thionck Essyl specific situation :

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Long experience in the alphabetization field • Perpetuation of the association • Sensitization and mobilisation ability • Ability to calculate and manage farming exploitation • Ability to read and write • Broad knowledge of all the members • Hygiene and quality in agro alimentary product, health, operational and strategic planning 	<ul style="list-style-type: none"> • The local group doesn't have a center of its own • There are no sufficient documents for work • Lack of didactic (teaching) materials
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Technical and managerial ability • Participation of local leaders to all the activities of the association 	<ul style="list-style-type: none"> • none

5-2-3- Kabrousse specific situation :

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • strong experience in alphabetization • capacity to sensitize and mobilize (cost calculation, and management of farming exploitation) • appropriation of alphabetization by the owners • association members have broad knowledge • association members are able to read and write 	<ul style="list-style-type: none"> • we don't have our own center • there is non a board to write on neither tables to sit on • no reading document for all the member except for the trainer • the use of the village elementary school for alphabetization
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • technical and managerial 	<ul style="list-style-type: none"> • none

<ul style="list-style-type: none"> ability collaboration with local authorities (Sub-prefect and the chief of the village) who contribute a lot in our activities 	
---	--

5-2-4- Badiana specific situation :

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> strong experience in alphabetization sensitization and mobilisation ability calculation of the costs and farming exploitations management appropriation of alphabet by owners association members broad knowledge ability to read and write by the association members 	<ul style="list-style-type: none"> the local group doesn't own a center there are not enough reading and calculation books level one document up to now
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> possible support of CNCAS technical and managerial ability talking charge of incomes 	<ul style="list-style-type: none"> questionning on a possible opportunity to have another funding in the long-range

5-2-5- Soutou specific situation :

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> long experience in alphabetization perpetuation of the association sensitization and mobilisation capacity ability to calculate outputs and farming exploitations management ability to read and write of all the association members 	<ul style="list-style-type: none"> the local group doesn't own a center there are not enough reading and calculation documents for all lack of teaching mterial
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> technical and managerial ability 	<ul style="list-style-type: none"> preparation is not enough in conflict management in allits forms.

5-3- Feminine Entrepreneurship sphere :

The objective of this mission was to identify problems, their causes, think about solutions formulate propositions or recommendations.

Thus, the following functions have been analysed, it concerns :

- administrative function
- technical function
- commercial function
- provisions and stock function
- financial function

5-3-1 Presentation of the present situation of economic activities

The units visited during this evaluation develop there main activities :

- a- Fruits and vegetables tranformation :
 - « Bougotire » group in Thionck Essyl (55 women)
 - « Djilacoune petit » group of Djilacoune
- b- Local cereals transformation :
 - Group « Kassetene » of Bignona
- c- Local soap making
 - « Djiparone of Badiana
- d- Dyeing
 - « Bondine » group in Thionck Essyl
 - « Kassofofor » of Sility
- e- Hair-dressing
 - « Valentine » of Soutou
- f- Dress-making
 - « Aïda souka » of Bignona

The present situation of the entreprises has been studied according to main execute activity.

5-3-2- Recap of excuted findings :

25 % of the entreprises of the regional union of cooperation women of Ziguinchor are not legally admitted. That's why they can not directly take advantages given by decentralized financial structures. Broadly speaking, local groups which have been legally recognized must be able to manage entrepreneurial activities.

As far as the organisation of the work is concerned, one must acknowledge that the units have a perfect job organisation. Technically, two women per unit have been formed and a replication among the other members has been done.

In the technology sphere, there is a need to underline the very low level of the units equipments. The present material of production is very rudimentary.

The units, in general, don't have buildings where to work. They work in the open.

In the administrative and financial level, the units have management tools. Therefore, the units have developped a systeme for a transparent management of funds. This fact is expressed through information given to members on the evolution and financial results of their entreprise (turnover). Women meet and accounts are made to members.

Consequently, one must note that the majority of the units don't have a bank account. They receipts issued from the sellings are entrusted to the accountant (treasurer) who has a still in her home .The women units would benefit a lot by opening a bank account in decentralised financial institution. On that account, the non formalisation of units has a result the little access to non financial services and to financial ones too.

5-3-3- Analysis and official statements

5-3-3-1- General situation

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• A strong involvement of members for the developpment of activities• Technical institutional and organisational empowerment by FOKUS from 2006 to 2009 ;• A true solidarity between women ;• Settling of units in a region of high economic potential ;• The existence of raw material at a reasonable price ;• The proximity of the market to the units contributes to the cut down of the charges ;	<ul style="list-style-type: none">• lack of production shop or the shop inappropriate ;• The management systeme of book-keeping, financial and administrative is insufficient ;• The level of the units equipments is very low ;• Bad present action of the product (package)• The member intellectual level is relatively low ;• Lack of distribution policy ;• No relation with decentralised financial structures ;• The non registration ;

<ul style="list-style-type: none"> • Thorough knowledge of the production process ; • A good work organisation except for some units ; • The existence of management tools 	<ul style="list-style-type: none"> • The provisions channels are very limited ; • The distribution route is very slow ;
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Existence of decentralized financial structures ; • Presence of counselling support structures (Action Sud...) • Existence of a profitable market ; 	<ul style="list-style-type: none"> • Instability in the region ; • Existence of some units competitors in the departement ;

5.3.3.2 Situation for each enterprise

a) Enterprise within URFCS

Main activity : Fruits and vegetables and local cereals transformation, dyeing, soap fabric.

Place : Bignona

Number of associated women: 13 women

Production: Fruits and vegetables transformation, dyeing, soap fabric, cereal.

Turnover : 602 000 F CFA

SEPO on economic activities

SUCCESS	FAILURE
<ul style="list-style-type: none"> • Fruits and vegetables transformation • Juice : non existent rotation • Dyeing • Sirup : slow rotation • Batik : non existent rotation • Soap fabric • Neem and ashes : non existent rotation • Cereal : non existent rotation in case of an order • Strongly requestred in this area mainly during ceremonies 	<ul style="list-style-type: none"> • The market is saturated with jam and sirup • Lack of control over raw • Material and also work planning during the rainy season • The distance for the purchase of raw material

POTENTIALITIES	OPPORTUNITIES
<ul style="list-style-type: none"> • Allows women to be together every day and work well • To take charge of the continuation of project • Allows the team of women to work well and to be paid at the end of the work 	<ul style="list-style-type: none"> • To better women's income working in team • Opportunity to raise funds • Supported by EQJA (UNESCO) for the equipment of the women's Union • Supports FOKUS for trainings

The URFCZ has a management system comprising the following tools :

- 1- Commercialisation registers for dyeing
- 2- Soap commercialisation register
- 3- Commercialisation registers for fruits and vegetables transformation
- 4- Stock register for fruits and vegetables transformation
- 5- Stock register for the dyeing.

b) Banga (Bougotir)

Main activity : fruits and vegetables transformation

Place : Bougotir (Thionck Essyl)

Number of associated women: 55

Production : mangoes, madd, tol... carot, eggplant, turnip, tomatoes

Turnover : 500 000 F CFA

SEPO for economic activity

SUCCESS	FAILURE
<ul style="list-style-type: none"> • Mangoes : non existent rotation • Madd : idem • Tol : the same • Fruit of baobab : idem • Ditax and ... : idem • The same for vegetables : the rotation doesn't exist 	<ul style="list-style-type: none"> • Lack of transformation material • Lack bottle for the conservation of the product (back age) • Lack of equipment to make logos • Incapacity to sell all over the region and even in the national or international level
POTENTIALITIES	OPPORTUNITIES
<ul style="list-style-type: none"> • Support from fokus NBK on 	<ul style="list-style-type: none"> • To better families incomes

trainings and replication <ul style="list-style-type: none"> • Ability better manage the transformation • Solidarity between women • Advantage in the families for the conservation of mangoes and other fruits and vegetables 	<ul style="list-style-type: none"> • To transform our families
---	---

c) Kabrousse

Main activity : dyeing and cereal transformation

Place : Kabrousse

Number of associated women: 35

Production: bed sheets, table cloths, wrappers, TV cloths, cereal transformation : sankhal, couscous, thiackry

Turnover : 200 000 F CFA

SEPO on economic activity :

SUCCESS	FAILURE
<ul style="list-style-type: none"> • Be spread : no rotation • Table cloths : no rotation • Wrapper : idem • Towrist area • Sankhal • Couscous • Thiackry • Non commercialized products • Cause : lack of machinery to close the plastic bags 	<ul style="list-style-type: none"> • Distance problem for the acquisition of raw material • Something purchasing the deteriorated raw material • Difficulty to work during the rainy season • Difficulty to find packages on the spot
POTENTIALITIES	OPPORTUNITIES
<ul style="list-style-type: none"> • Tourism allows a good selling of the product • The time dedicated to work in the association allows us to well-master what we are really doing 	<ul style="list-style-type: none"> • The sale of the product is more or less quick • High developing tourist environment • Improvement in out comes of the residents

d) Aïda Souka

Main activity: Dress making

Place: Bassene/Bignona

Number of associated women: 20

Production: table cloths, TV cloth, bed sheets, dresses, trousers and shorts outfit for men and women

Turnover: 230 000 F CFA

SEPO: on the economic activity:

SUCCESS	FAILURE
<ul style="list-style-type: none">• Tablecloths: no rotation• Crocheted table sets : no rotation but the confection is slow• TV cloth: slow confection, no rotation• Bed spreads other: no rotation	<ul style="list-style-type: none">• Expensive raw material• Renting of serving machine, the center doesn't own machines• Ker to be found in Ziguinchor market which takes too much time• Problem of production in the rainy season
POTENTIALITIES	OPPORTUNITIES
<ul style="list-style-type: none">• The concerned master articles confection• Confidence at work	<ul style="list-style-type: none">• The sale of cloths for men and women is more or less quick• Improvement of incomes

NB: The association of Aïda Souka is not involved in alphabetization that, why it is not mentioned

e) Djiparone

Main activity: Soap fabric and cereal transformation

Place: Badiana

Number of women: 40

Turnover: 200 000 F CFA

SUCCESS	FAILURE
<ul style="list-style-type: none">• Soap : no rotation	<ul style="list-style-type: none">• Raw material problem

<ul style="list-style-type: none"> • Cereal : capacity to cook and sell, no rotation • Product : shared out in 6 concessions 	<ul style="list-style-type: none"> • Long distance to buy the product in Ziguinchor
POTENTIALITIES	OPPORTUNITIES
<ul style="list-style-type: none"> • Transform our families • CNCAS support with a funding 	<ul style="list-style-type: none"> • Improve the outcomes of homes • Technical and management ability

f) Valentine (Soutou)

Main activity: Hair dressing

Place: Valentine (soutou)

Number of members : 09

Turnover: 425 000 F CFA

Economic activity SEPO

SUCCESS	FAILURE
<ul style="list-style-type: none"> • Hair dressing: rotation is fast during events only 	<ul style="list-style-type: none"> • Lack of the group own hair dressing salon • Lack of hair dressing material lack of raw material • The zone is difficult to acced
POTENTIALITIES	OPPORTUNITIES
<ul style="list-style-type: none"> • Knowledge in hair dressing • Solidarity between women • Support of fokus on the training and replication of the training 	<ul style="list-style-type: none"> • Improve women's look in the area • Transform the women in this zone • Enlight richness of culture in hair dressing

VI Recommendations and Conclusions

6-1 Conclusions

The examination of side data (Balance and Evaluation) allows use to draw the following conclusions:

6-1-1 on peace

- Mastering of 8 forms of violences: physical, economic, racial, religions, social, discriminatory, psychological, and from alcoholism
- Sponsoring of the Thionck Essyl kinder garden, an experimentation of peace among young people for its continuation
- Cutting down of women's mouvements and encouragement for the return of the young in their villages
- Increase in tolerance, solidarity among populations
- The return of 225 refugees in Sindian and 75 refugees in Coubanack

6-1-2 Alphabetization and empowerment

- 90 % of women master reading, writing and calculation
- 80 % of women know how to use the calculating machine, to make a call with their phone and to use the weighing machine for the harvested quantity and measuring out of products in technical activities
- 80 % of women can build short sentences and send messages 3 to 5 lines
- 70 % of women know how to do an operation and do calculations (between 0 and 1000)
- 80 % of women know how to use a calculator which has been a revolution in alphabetization classes
- Mastering of financial management of technical activities (fruits and vegetables transformation, dyeing, dressmaking, soap fabric and cereal transformation)
- Acquisition of knowledge in maths which help in mastering of the measuring out of in puts in the fields
- Mastering of financial management (charges and product of different activities)

6.1.3 Contribution of the economic initiatives to the peace process

The conflict has disintegrated the local economy in natural Casamance by reducing in a drastic way the population's income and by creating the food insecurity. The region of Ziguinchor who was considered as an attic of Senegal and was the second region in Senegal after Dakar as far as of the human development indication, knows a situation of endemic poverty about the point to begin to receive programs said about reduction of the poverty. In other hand, the conflict affected adult men (killed or moved in the Gambia, Bissau Guinea or in other region of Senegal) and most of women became domestic leaders. This new economic role of the women contributed a lot to reduce the tensions and the conflicts in many villages. From on then, the intensification of technical capacity on new economic activities and the financial support which follow as a consequence allowed the development of micro enterprise in rural areas and urban which allowed to stabilize better the villages by the creation of incomes for the

households, especially with the context of crisis and insecurity of the spaces of traditional production, the majority of the women have only this alternative to satisfy their vital needs.

THE UNFCS perceived very early the necessity of accompanying the endogenous development by favoring the creation and the starting up of micro and small firms by women. The support for the women will be made by the identification of the business opportunities and by the creation of an environment convenient to their development.

These relevant strategies had a significant contribution on the peace process in Casamance by their faculty in boosting the local economy by the increase of the wealth and the prosperity in many villages.

6.1.4 Contribution of the functional elimination of illiteracy to the peace building process

The program of functional elimination of illiteracy allowed the women to group together to create space of dialogue, exchange, awareness of their situation and of their force to them in so much control lever which can contribute to the stabilization of their village in the grip of a crisis which affected the security of the persons and the possessions. The fundamental role of the elimination of illiteracy beyond the capacity to be read and has to write has strengthened women capacity of expression. This capacity of expression has strengthened the self-confidence of the women especially on their social and political role, but in so much interlocutors credible about the peace. Women are now gradually seized ardent subjects of the conflict and participated in meeting on the scale of the region. There was in a context where the conflict was a taboo subject. This capacity of the women to participate in the debate citizen, to put the debate on the necessity of building a peace culture is confirmed by various actions as the concept of peace huts, the dialogue inter actor for the durable research for solutions on the conflict casamançais constitute among others a significant contribution of the women to the peace process.

6.1.5 Realization of the UNFCS in the improvement of the status of the women and their recognition as peace actress

In the dynamics of intensification of the peace process the UNFCS had very significant realizations which not only facilitated the appropriation of the project of the actors (grass root) but also by the institutional actors.

These actions are as follow :

Frame of dialogue

To strengthen the peace process the UNFCS had as approach to promote the dialogue. It is by the following initiatives:

- Intensification of the social dialogue inside or outside village at the level intra or extra community
- Launching of the dynamics inter community for the management of the resources and shared places.

The reserved orientation will among others be to strengthen the local governance from the following tracks :

- Promotion of the participation citizen in the management of the mechanisms of local governance for a durable management of the peace process.
 - Strengthening the capacities of interpellation of the various citizens
 - Developing a dialogue between the various groups of citizens notably those who have the economic power, those who have the political power, and those who have the power of arbitrage (civil society). It will allow launching a strategy of construction of the peace based on the public interest and on the values on which all recognize.
 - The creation of a frame of dialogue including the regional Union of the Women, the President of the Rural Community of Koubalan, the regional Director of the UNCAS and the leader of the Service of the Rural Development is already set up.

The initiatives carried by the UNFCS succeeded in more in its recognition by the institutional actors which is translated by the participation in the authorities of decision-taking and management of the town cases:

- Participation as member in the CRD (Regional council of Development) chaired by the Governor of the Region of Ziguinchor and grouping including all the regional department heads, projects and programs)
- Participation to the CDD (Local Committee of Development chaired by the Prefect including all the local department heads of Bignona.

The peace huts

This will is realized by the project of construction of peace huts at the level of every village sheltering a member grouping of the network of Ziguinchor. It is in this frame that to Kafesse Coubanack, Thionk Essyl and Bouyéme, the local authorities affected four grounds for the construction of the peace huts.

- To Introduce meetings citizens to concern debates and exchanges the stakes in an hour: dialogue, tolerance, forgiveness, ideas and propositions susceptible to modify attitudes and behavior of the concerned actors, and to experiment new practices (contractual partnership between local actors and rural communities)
- Strengthening of the capacities of proposition of the women in the peace process by the promotion of solutions shared by all the agents of stake.

These initiatives also have the effect of strengthening the credibility of the women of the UNCFCS on the social, economic plan but especially political. This recognition on the political plan had the effect of seeing the presence of the women on various list of the political parties in the run for the local elections. So, a new perspective is so launched to allow the women of the UNCFCS to participate in the management of the power at the level local and leaving to influence the elected members in the sense of a vision going to the intensification of the peace process.

6-2 General recommendations

6-2-1 Peace scope

Important efforts have been done for good comprehension of the local context and the evolution of conflict. Then, the actions achieved have allowed among other things, to build peace, the return in some villages and consequently the development of certain economic activities.

The main recommendation will go through the reinforcement of URFCZ in the civil management level of the conflict in giving to the member's tools and adequate methods to approach the casamance conflict in all its dimensions.

There will also a necessity to strengthen the concertation with other actors intervening on the same problem so as to realize impacts on wider ranges.

The orientation in this field aims at restoring peace and the stability within villages and rural districts afflicted by the conflict.

The target goal will be to assure security, confidence, solidarity, to reconnect the whole system whatever is their nature (economy, health, education), a good circulation of persons and goods.

In the macro and Sub regional level, we must even say transborder, it will be useful to spot historical, cultural and economic links which existed before the creation of the states and reinforce their cohesion potential to acces and sharing of resources, exchanges and of satisfaction of vital needs of the populations living on each side of the frontiers. We must even add that this remains to be defined and conceptualized, the transborder environment must be perceived as an area which accomplishes a certain number of functions that sovereign states must better perceive and strengthen in integration perspective.

As far as this sphere, major actions will have to be accompanied or reinforced.

- Reinforcement of social dialogue intra or inter villages, intra on inter communities at the level of the interventions zones of URFCFS
- Assure an advocacy for the reconstruction of homes in villages in strategic partnership project or programs based in the region and intervening in this frame work
- Ensure an advocacy for the restitution of lands (rice fields, orchards) to refugees when they come back home
- Building of peace homes
- Spotting and accompaniment of transborder activities (cultural exchanges and economic exchanges)

6-2-2 Alphabetization sphere

Alphabetisation has played a major role in warning, training and transformation of women as actors simply in a society affected by multiple crisis. In a context found

difficult and even hostile the women of URFCZ have been able to play a fore ground role in making themselves be recognized as essential actors in their sphere of activity with in particular opportunities they have managed to grasp so as to fit into the management or the control of power in the local level with the election of several women during the local election that have just passed.

The formulate recommendation will be to reinforce women capacity in local governance and the control of public action.

6-2-3 Feminine entrepreneurship

The members of the units estimate that the development of their activities will necessary go through the formalisation and organisation of the administration and finance of their units.

Consequently, the support to the reorganisation of groups (status and internal rules elaboration, formalisation, business plan and a thorough diagnostic) will be achieved a resource full person at the expense of URFCZ or a partner to development. An advisor study will lead follow up of the achievement of this initiative.

This formalisation will allow the units to have direct access to available financial resources at the region level such as:

- Credit Mutuel du Senegal
- Réseau Inter CREC (Caisse Rurale d'Epargne et de Crédit)
- Mutuelle UNACOIS (union Nationale des Commerçants et Industriels du Sénégal)
- ACEP (Alliance de crédit et d'Epargne pour la Production)
- CNCAS (Caisse Nationale de Crédit Agricole du Sénégal)
- IMCEC (institution Mutualiste et Coopérative d'Epargne et de Crédit).

The associations, too, must imperatively have bank accounts for the funds entrusted to their treasurer because it's not safe to keep money in a house. They must also see in what measures they can have a loan from a financial decentralised institution of the locality or get a grant to build an office for their activitie.

The automation of enterprises will be an essential point to ensure their continuation.

6-3 Specific recommendations

6-3-1 about the activity of fruits and vegetables transformation

It will be useful to train the transformers in hygiene and to think about supporting them for the acquisition of Fra, an essential element for the permission to marketing and sanitary security of food products. This can enable them to have a good visibility in a some beneficial market (Select, and other small surfaces in Ziguinchor).

6-3-2 Regarding the activity of local cereals transformation

It will be convenient for the transformers to diversify their products particularly in introducing products such as “arraw”, “sankhal”, and “thiackry”. This will allow them to satisfy amore and more important request of pre-cooked products.

Appendix

Appendix 1

Review of the most important achieved activities from 2006 to 2008 (Source Report balance)

ACTIVITIES PROGRAMMED	ACHIEVED RESULTS
<p>11- Sensitization of associations, authorities : public, customary and religions</p>	<p>Implication of actors (grass root) by the appropriation of the project</p> <p>Peace is a process but already the willingness is materialized by the project of the building of a peace house in each village housing an association belonging to the network of Ziguinchor (four parcels have been given by the authorities (Kafess, Coubanack, Thionck Essyl and Bouyeme)</p> <p>A dialogue frame including the Regional Union of women, the head of the rural community of Coubanack, the Regional Director of UNCAS and service has been established.</p> <p>Levels (local, departmental and regional).</p> <p>Today, the responsables of the Regional Union participate in the administrative institutions :</p> <ul style="list-style-type: none"> - 01 representative to the CRD (Conseil Regional de Développement) presided by the Governor of Ziguinchor region and including all the heads of regional services, projects and programmes. - 02 women representatives at the CDD level (Comité Départemental de Développement) presided by the prefect including all the heads departmental services in Bignona - the presidents of rural communities.
<p>- The organisation of an opening seminar for the project gathering 53 persons among with 24 women head of</p>	<p>- The opening seminar had been organized 06 April 2006 and had gathered 53 persons (grass root associations, political</p>

<p>associations, 07 notable, 08 administrative authorities, 02 AFS and 12 responsables for the department and regional services.</p> <p>- Organisation of a training session for the responsables which will gather 146 persons among which 06 association's responsables.</p>	<p>authorities administratives and religions) acting in alphabetisation</p> <p>- 146 women responsables for associations and responsibilities in the project.</p>
<p>21- Training of 48 trainers in alphabetisation</p>	<p>Training of 48 trainers the opening of 28 centers</p>
<p>22- Training of 1640 women in alphabetisation (70% which makes 1115 women)</p>	<p>22- Alphabetization: 1130 trainers attend cases in alphabetization centers, which is 110% of fore casts (1115 attendance)</p> <p>The attendance rate in these centers varies from 70% to 95% in accordance to seasons.</p>
<p>23- Training of 48 women in technical levels: 10 women in dress making, 10 women in soapmaking,10 in fruits and dyeing, and 08 young women in hair-dressing</p>	<p>23- training of 48 trainers in the following areas in 2007:</p> <ul style="list-style-type: none"> - 10 trainers in dyeing techniques - 10 trainers in fruits and vegetables transformation - 10 trainers in dress-making -10 trainers in soap making - 08 trainers in hair dressing -30 trainers had been dressing cereals transformation - 710 women had been trained in cereals transformation - 60 relays had been trained in cereals transformation -Retraining
<p>24- Retraining of 48 trainers in alphabetization and in the technical levels</p>	<p>56 trainers had been retrained in the following areas:</p> <ul style="list-style-type: none"> - 20 trainers in dyeing - 20 trainers in fruits and

	<p>vegetables transformation</p> <ul style="list-style-type: none"> - 03 trainers in needle work - 14trainers in soap fabric - 08 trainers in hair-dessing
24- replication and retraining of training received to 1640 women	<p>24- training and recycling of 1645 women in the following areas:</p> <p>535 women in dyeing</p> <p>465 women in soap making</p> <p>370 women in fruits and vegetables transformation</p> <p>60 women in sewing</p> <p>115women in hair-dressing</p>
25- training of 7 members of the executive desk in management	25-07 members of the executive desk and 02 AFS had been trained in management
26-training of 23 trainers in business plan	26-25 trainers had been formed in business plan
27-training of 4 relays in business plan	20-40 relays had been formed in business plan
28- training of 30 management comities in business plan	20-10 management comities which is 50 women at grass root level had been trained in members 2008
<p>29- The organization of 02 study travels during the first and second year of the project.</p> <p>10 women of ziguinchor participated to the study travels in Mbour and Diourbel</p>	<p>25-12 women had participated from 2006 to 2007 to study travels (Mboro and Sibassor) which themes are:</p> <p>Cereal banks and the transformation of fruits and vegetables.</p>

Appendix 2

So, for the units dealing with fruits and vegetables transformation, we can retain the following :

As regards administrative function, the two units :

- Have managerial tools (official reports record, members register.) ;
- Meeting are held regularly and reports given to members ;
- The job is perfectly organized ;
- The roles and responsibilities of each member are well known ;
- The units are not registered : in fact they are not autonomous vis-à-vis their local group.
- The persons responsible for this function are trained and they are doing correctly their job.

About the technical function, we must recognize that :

- The units don't have buildings, the transformations are done in the open air ;
- The material of production is not sufficient and is artisanal then there is a small capacity of production ;
- The transformation process is perfectly under control because of technical training received,
- The production costs are under control.

About the provisions and stocking function

- The two units are locally supplied (mangoes, « madd », toll) and from Bignona market (ginger, bissap, fruit of baobab)
- The units don't possess stocking stores
- The units don't have a control slip of stock
- The units don't possess stock of raw materials because they just buy the required quantity to transform.

As regards commercial function

- The two units sell the same products (juice, sirup and marmalade)
- The units don't have the adequate packing materials because the production is conditioned in wide- mouth bottles and glass bottle rehabilitated.
- The commercial channels are very short, the products are sold within the district.

About the finance

- The units don't have the bank account
- The units have taken advantage from a financial support from URFCS after the trainings in March 2007
- The unit have profited from a credit of URFCS which amounts to maximum 500 000 F CFA

- The units manage to pay back the credit
- The units have their management materials (receipts and expenses book, cash book)

For the transformation activity of local cereals, one unit is involved in the evaluation. It's about « Kassene » of Bignona.

About administrative function, the unit :

- Has its management tools (reports register, members register) ;
- Meeting have regularly been held and the reports made to the members ;
- The job is perfectly organized
- The roles and responsibilities of each member are well known
- The units are not registered (are not autonomous)

About the technical function, we must acknowledge :

- The unit doesn't have its buildings for the transformation ;
- The material for the production is insufficient and hand made, so there is a little capacity of production ;
- The transformation process is perfectly mastered because of the technical training received ;
- The production costs are under control.

About the provision and stocking function.

- The unit supplies itself on the spot in Bignona market square ;
- The unit doesn't stocks its production because it is ordered ;
- The unit doesn't have stocks management slip ;
- The unit don't have raw material stock because they just buy the needed quantity to be transformed ;

For the commercial function :

- The unit sells only one product (Couscous), no diversity of products ;
- The unit doesn't have packing marterials, the final product is delivered automatically to customers ;

Last, the financial function :

- The unit doesn't own a bank account
- The unit profitted from a URFCS credit amounting to a maximum of 500.000 ;
- The unit manage to reimburse the credit ;
- The unit has its management materials (receipts and expenses book, cash book) ;

- The unit has got a financial support from URCFS after a training received in March 2007.

The evaluation has also been done to group of women of « Badiana » in the rural community of Djinaky. These women make local soap. The group is « Djiparone ».

For the administrative function of this group, one can take notice that the group :

- Has its proper management materials (reports register, members register) ;
- Meeting have been regulary held and members are feed back ;
- The job is correctly organized ;
- The roles and responsibilities of each member are mastered ;
- Is not registered (not autonomous)

The technical function of the group reveals the following elements :

- The making of the local soap is done in the open air ;
- The production material is artisanal and is not sufficient thus a little capacity of production ;
- The group has protection materials (gloves, masks, mufflers) ;
- The transformation process is perfectly mastered because they had a technical training ;
- The production costs are under control ;

For the provision and stocking function :

- The provision in raw material is done, most of the time from Bignona market ;
- The unit doesn't own stocking store of finished products ;
- The group has a management slip of stocks ;
- The unit doesn't have a stock of raw material because women just buy what they need to transform ;
- The unit has many suppliers ;
- The provision is a cash sale and the delivery is immediate ;

About the commercial function :

- The unit sells two types of products : a soap made of an vegetable oil and a soap from palm nuts oil ;
- The products are not packaged,

Lastly, about financial function :

- The unit doesn't own a bank account ;

- The unit has got a financial support from URFCS after a training in March 2007 ;
- The unit got a credit from URFCS, of which the maximum amount is 500.000 F CFA ;
- The unit paid back the credit ;
- The unit got its management instruments (receipts and expenditures book, cash book)

The « Kassofofor » group in Sility and that of « Bondine » in Thionck Essyl have been evaluated. The survey of different functions gives the following results.

As regards the administrative function, the two units :

- Have management instruments (reports register, member register)
- Meetings are regularly held and the members are given feed backs ;
- The job is well organized ;
- The roles and responsibilities of each member are well known ;
- The units don't have commercial registers ;

The examination of the technical function, gives the following result ;

- The transformation process are done in the open
- The production material is insufficient and artisanal leading to a little production capacity ;
- The transformation process is thoroughly mastered thanks to technical training ;
- The production costs are mastered ;
- Women protect them selves during the transformations operations (gloves, masks, mufflers)

Coming to the provision and stocking function :

- Both units have the same supplier in saint Maur market in Ziguinchor ;
- The units don't have stocks management slips ;
- The units don't stocks raw material because they just buy the quantity to be transformed ;
- The provision is a cash sale and the delivery is immediate ;

The commercial function :

- Both units place the same products in the local market (bedsheets, dresses, cloths)
- The distribution channels are very short, production is sold at local level ;

At last, the financial function :

- The units don't have bank accounts ;
- The units got a financial support from URFCS after the march 2007 trainings ;
- The units got a credit from a URFCS of maximum amount of 500 000 F CFA;
- The units managed to pay back the credit ;
- The units have management instruments (receipts and expenditures book, cash book) ;
- The valentine group of Soutou which gathers 50 women among which 09 are hair-dressers are involved in the evaluation. The short survey of the functions of the group brings about the following result

About the administrative function, the units :

- Has management requirements (reports register, member register)
- Meetings are regularly held and reports are read to members ;
- The job is correctly done ;
- The roles and responsibilities of each member are mastered ;
- The unit doesn't have commercial register (not autonomous) ;

The examination of the technical function, has given the following results :

- Women don't have a hair dressing to make the job ;
- The material is very limited (comb, mirror, needle) ;
- Women have been trained in hair dressing ;

Provision and stocking function :

- The provision is done by direct purchase in Bignona market ;
- For its supplience in raw material, they buy just the quantity of product they need to hair dress ;
- The acquisition of raw material is done by own funds ;

Commercial function :

- « Valentine » of Soutou propose these products : american plaits
- The payment is a cash sale ;
- The customers of the unit are villagers, and people from neighbouring villages

About financial function :

- The units don't have a bank account ;
- The units have been funded by URFCS after the training they received in march 2007
- The unit has management equipments (receipts and expenditures book, cash book);

