

NGARA

THE NETWORK FOR NATURAL GUMS AND RESINS IN AFRICA



**ACTION
AGAINST
DESERTIFICATION**

Overview and framework of priorities 2017–2030

NGARA **THE NETWORK FOR NATURAL GUMS AND RESINS IN AFRICA**

Overview and framework of priorities 2017–2030

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Foreword



The Network for Natural Gums and Resins in Africa (NGARA) was established with the aim of enabling producers and consumers to develop a common strategy for the sustainable production and use of commercial plant gums and resins, locally and internationally. A range of gums and resins can be obtained from trees and forests in African drylands, which are characterized by desertification and high levels of poverty. If well managed and sustainably harvested, these locally adapted trees and forests provide a viable means for combating and preventing desertification and, through the commercial use of their gums and resins, enhancing the livelihoods and resilience of local communities, especially in the face of climate change.

I am happy that member countries agreed to come together to establish NGARA as a regional organization as a way of articulating their efforts to harness the potential inherent in their natural gum and resin resources for socio-economic development and environmental conservation. The aim of the present document, which presents a framework of priorities, is to help them achieve this goal.

NGARA has 15 member countries, but more than 25 countries in Africa have the potential to produce gums and resins, and it is our aim that all will ultimately become members.

Engineer Chidume Okoro

NGARA Chairman

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Preface



The need to establish a regional organization to promote plant gums and resins arose in the mid-1990s. A study commissioned by the Food and Agriculture Organization of the United Nations (FAO) found that, although gum arabic was an important article of commerce internationally, and several countries in the African drylands had potential for commercial production to meet international demand, the commodity was losing ground to synthetics because of the unreliability of supply and variable quality, brought about in part by uncoordinated production and undue competition among producing countries. In the wake of the report, consultations were held among member countries, which noted that all gums and resins in the region faced the same challenge and needed to be considered together. The consultations culminated in a workshop in Nairobi in 2000, at which the Network for Natural Gums and Resins in Africa (NGARA) was established.

NGARA has since played an important role in bringing together its member countries. It has undertaken various activities, such as enhancing the capacities of relevant stakeholders in production and quality control; assessments of resources; and the establishment and strengthening of national associations to coordinate activities at the country level and to exchange information. Despite this work, however, NGARA faces a range of challenges. Among other things, a clear framework is needed to ensure a coordinated approach and to guide operations.

This framework of priorities was developed in two consultative workshops with support from the African Union Commission, FAO, the European Union, the Secretariat of the African, Caribbean, and Pacific Group of States (ACP), and others. The first workshop was held in Nairobi, Kenya, in August 2015 and the second was convened in Dakar, Senegal, in March 2016. The workshops reviewed NGARA's internal strengths and weaknesses and external opportunities and threats, and defined its strategic direction.

Over the period spanned by the framework, NGARA aims to deliver on seven result areas: 1) the sustainable production and restoration of resources; 2) marketing and investment; 3) enabling policies and legal framework; 4) capacity development; 5) research; 6) coordination; and 7) communication, advocacy and visibility. As set out in this publication, each result area has clear strategic objectives, strategies and performance indicators. The framework also has a well-developed monitoring and evaluation mechanism to ensure that implementation remains on course and to track the progress of impacts.

NGARA is grateful to the African Union Commission, the ACP Secretariat, the European Union and FAO for their technical and financial support in the preparation of this framework.

Dr Ben Chikamai

NGARA Executive Secretary

Acronyms and abbreviations

ACP	African, Caribbean, and Pacific Group of States
FAO	Food and Agriculture Organization of the United Nations
KEFRI	Kenya Forestry Research Institute
M&E	monitoring and evaluation
NGARA	Network for Natural Gums and Resins in Africa
USD	United States dollar(s)

Executive summary

The Network for Natural Gums and Resins in Africa (NGARA) was established in May 2000 at a regional workshop in Nairobi, Kenya. NGARA brings together stakeholders in the gums and resins sector, including farmers, collectors, traders, governments, non-governmental organizations, exporters and importers, with a common desire to improve the production and quality of locally produced gums and resins for domestic, regional and global markets. This document presents a framework of priorities for NGARA developed in two consultative workshops in 2015 and 2016.

NGARA vision

To position African producer countries and partners as major global players in the sustainable production, processing and marketing of gums and resins.

NGARA mission

To assist African producer countries and partners to formulate and implement a coordinated strategy for the sustainable development of their natural gum and resin resources to improve rural livelihoods and increase resilience to climate change and desertification.

NGARA's objectives

- ① To promote the exchange of information on the production, marketing, processing and quality control of gums and resins in producer countries and with partners.
- ② To facilitate access to technological development and training.
- ③ To support relevant research in the key areas of the sector.
- ④ To promote links between primary producers, processors and end users.

NGARA's core values

- Fair trade
- Professionalism
- Sustainable resource use
- Integrity
- Accountability
- Team work
- Partnerships and linkages
- Empowerment of producers and associations

The framework identifies seven key result areas and seven strategic objectives



Result Area 1

The sustainable production and restoration of gum and resin resources promoted

- **Strategic Objective 1** - To promote the sustainable production and restoration of gum and resin resources



Result Area 2

Marketing and investment of gum and resin products enhanced

- **Strategic Objective 2** - To enhance the marketing of gum and resin products in the region and globally and promote sustainable investment in the gums and resins sector to add value to products



Result Area 3

Enabling policies and legal framework developed

- **Strategic Objective 3** - To advocate the development of relevant policies at the national and regional levels



Result Area 4

Capacities strengthened

- **Strategic Objective 4** - To strengthen the capacity of the NGARA Secretariat and national associations



Result Area 5

Research and development supported

- **Strategic Objective 5** - To support research and development to address identified gaps in the gums and resins sector



Result Area 6

Coordination strengthened

- **Strategic Objective 6** - To strengthen the coordination of national and regional activities in support of the gums and resins sector



Result Area 7

Communication, advocacy and visibility enhanced

- **Strategic Objective 7** - To enhance communication among NGARA's key stakeholders



1 INTRODUCTION



Overview of the gums and resins sector

Gums and resins are important sources of income for the rural poor in eastern and central Africa and the Sahel, and they generate foreign exchange. The value of exports is small compared with the resource potential, however.

Gums and resins are hardened plant exudates obtained from species of *Acacia*, *Boswellia* and *Commiphora* in African drylands. About 35 species have been identified as potential producers of commercial gums and resins, although only a few species are used commercially today.

The major gums in commerce are gum arabic, from the stems and branches of *Acacia senegal* and *A. seyal*; polycantha gum, from *A. polycantha*; gum karaya, from *Sterculia* species, with *S. setigera* the main source in western, central and eastern Africa; and gums from *Combretum* and *Albizzia* species.

Resins in commerce in the region comprise the following: frankincense, an aromatic resin that oozes naturally or is tapped from *Boswellia frereana*, *B. papyrifera*, *B. neglecta* and *B. sacra*; myrrh, produced by *Commiphora myrrha*; and opoponax, produced by *C. guidottii* (scented myrrh) and *C. holtziana* (medicinal myrrh).

These gums and resins have the potential to generate wealth and uplift the living standards of local communities in African drylands while contributing to the economies of producer countries. They can be harvested sustainably to generate income for households, simultaneously enabling biodiversity conservation and the maintenance of ecosystem functions and increasing the economic productivity of the land.

Gums and resins can also serve as raw materials for the development of enterprises, thus boosting opportunities for trade and employment. African countries export about 100 000 tonnes of gum arabic annually (Table 1), and demand is projected to reach 150 000 tonnes by 2020. World export demand for karaya gum is about 7 000 tonnes, of which Senegal exports about 1 000 tonnes.

The global export demand for aromatic resins is estimated at about 10 000 tonnes per year. The principal exporters of aromatic resins are Ethiopia (3 000 tonnes), Kenya (2 361 tonnes), Somalia (1 200 tonnes) and Eritrea (400 tonnes). Globally, the resource potential of gums and resins far exceeds production.

Gum arabic production involves the harvesting of both cultivated and wild *Acacia senegal* and *A. seyal* trees, while frankincense and myrrh are collected exclusively from wild plants.

EXPORTS OF GUM ARABIC, VARIOUS AFRICAN COUNTRIES, 2001–2010

TABLE 1.

COUNTRY	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Sudan	7 949	34 382	13 217	27 444	33 079	23 149	n/a	37 860	36 636	48 598
Nigeria	0	0	0	n/a	n/a	1 314	14 463	14 124	40 862	34 780
Chad	12 891	9 161	9 672	12 044	14 188	17 816	11 860	16 219	9 417	9 509
Ethiopia	830	875	381	234	111	317	956	614	622	909
United Republic of Tanzania	843	693	1 252	1 361	1 169	965	1 031	935	631	824
Cameroon	571	592	338	264	371	413	310	151	520	510
Senegal	121	0	0	213	323	475	610	836	935	330
Mali	482	750	704	52	28	17	29	1 308	703	275
Burkina Faso	2	0	21	18	81	n/a	90	57	63	83
Kenya	23	0	92	23	32	28	75	165	41	75
Eritrea	n/a	n/a	116	49	495	38	688	419	350	51
Somalia	26	12	4	70	714	92	473	513	50	47
Niger	2	20	38	43	42	73	67	66	44	44
TOTAL	98 045									

Source: Data presented by the World Agroforestry Centre at the Regional Workshop on Commercial Gums and Resins in Africa, Nairobi, Kenya, 2015.



Production is far from sustainable, particularly for frankincense, with debarking frequently damaging or killing trees. The poor management of the resource, and the focus on exporting bulk raw materials, means that export markets are underexploited. Gender inequities and power imbalances exist and in some cases have led to unequal access and control over benefits from these natural resources.

Promoting the intensification of tree use to stimulate economic growth and exports risks the overexploitation of the resource and the inequitable distribution of benefits, and dedicated policies are required to avoid such undesirable side-effects. Appropriate policies and institutions are crucial for achieving the sustainable and socially acceptable harvesting of gum and resin resources. Policy and institutional reforms should revolve around gender equity, community-based resource management, and secure land tenure and tree ownership, with the aim of facilitating equal access to and control over benefits from the use of these resources. Equally important are the provision of incentives and the empowerment of resource users in accessing markets to seize the opportunities presented by regional and global markets for gums and resins.

Role of NGARA in the sector

The Network for Natural Gums and Resins in Africa (NGARA) was established in May 2000 at a regional workshop held in Nairobi, Kenya, on the conservation, use and marketing of gums and resins in Africa. NGARA brings together a broad set of stakeholders – farmers, collectors, traders, governments, non-governmental organizations, exporters and importers – with a common desire to improve the production and quality of locally produced gums and resins for domestic, regional and global markets. NGARA has 15 member countries (Figure 1), and it aims to also bring on board other countries in Africa with gum and resin resources.

The **NGARA vision** is to position African producer countries and partners as major global players in the sustainable production, processing and marketing of gums and resins.

The **NGARA mission** is to assist African producer countries and partners to formulate and implement a coordinated strategy for the sustainable development of their natural gum and resin resources to improve rural livelihoods and increase resilience to climate change and desertification.

NGARA has four main objectives:

- ① To promote the exchange of information on the production, marketing, processing and quality control of gums and resins in producer countries and with partners.
- ② To facilitate access to technological development and training.
- ③ To support relevant research in the key areas of the sector.
- ④ To promote links between primary producers, processors and end users.

The cardinal principles of NGARA are:

- Fair trade
- Professionalism
- Sustainable resource use
- Integrity
- Accountability
- Team work
- Partnerships and linkages
- Empowerment of producers and associations





Major achievements

NGARA is playing an increasingly important role in encouraging the exchange of information on gum and resin production and trade; training; technology transfer; the assessment of resources and their sustainable use; enhancing the capacities of stakeholders in member countries; and harnessing the efficient use of available resources by strengthening synergies. The establishment of NGARA was a significant step in the development of the commercial gums and resins sector in African drylands as a way of increasing food security, assisting rural development and alleviating poverty.

NGARA has implemented projects with partners at the country level and regionally. Key accomplishments are described below.

Activities implemented with FAO support

Activities carried out with FAO support in collaboration with Italian Cooperation include:

→ Strengthening the network's structure

- Focal points established and supported in 14 member countries (Annex 1).
- NGARA's Executive Board formalized and Secretariat established (Annex 2).
- NGARA's constitution drafted, revised and finalized, with support from the FAO Legal Office.
- National associations established or strengthened in four countries and

guidelines produced for the establishment of associations in another seven countries.

- Regional workshops involving 15 member countries convened in Nairobi, Kenya, in 2015 and Dakar, Senegal, in 2016 to prepare the framework of priorities.

→ Generating and exchanging information

- Communication enhanced among member countries via Internet connectivity and the NGARA website (www.ngara.org) in English and French.
- Five reports in the FAO–NGARA series produced.
- Several quarterly editions of *Gum Arabic & Gum Resins Trade and Market News* produced, in collaboration with the International Trade Centre.
- Training Master Plan developed and “training of trainers” courses delivered to 240 participants in 12 countries (20 participants per country) in the production, harvesting and post-harvest handling of gums and resins.

Activities initiated with other partners

NGARA initiated the following projects with partners:

- A Global Mechanism–United Nations Convention to Combat Desertification initiative on sustainable land management in Burkina Faso, Ethiopia, Mali and Uganda (2005–2007).



- A European Union-funded project on the innovative management of *Acacia senegal* to improve resource productivity and gum arabic production in arid and semiarid Cameroon, Kenya, Niger and Senegal (2007–2011).
- An initiative of the President of Uganda on the development of gum arabic, aloe and allied dryland resources in the Karamoja Region, Uganda, to empower local people, improve livelihoods and mitigate food insecurity (2006–2008).

Challenges and constraints

Despite its achievements, NGARA faces challenges with respect to governance, communication, human resource development, and financial sustainability. Table 2 summarizes these challenges and their possible solutions.

This framework of priorities puts in place an approach for using NGARA resources and fostering synergies and complementarities with the aim of positioning NGARA as a strategically important regional network.

Strategic planning methodology and process

The strategic planning process involved:

- A detailed review of NGARA's objectives and an evaluation of its achievements, gaps, challenges and lessons learned.
- An organization capacity assessment and consultations with key stakeholders (members, Executive Board, and staff) to understand NGARA's context and strategic issues for consideration in the framework of priorities.
- Two participatory planning workshops to build consensus and ownership and ensure the active participation and inclusion of key stakeholders in the process. The first workshop was held in Nairobi, Kenya, in August 2015 and the second was held in Dakar, Senegal, in March 2016. Among other things, the two workshops reviewed NGARA's internal and external environments in the form of strengths, weaknesses, opportunities and threats.
- A further analysis was carried out at the Dakar workshop, in which the strategic thrust, objectives and approach were further identified, the zero draft was discussed, and action plans were formulated.
- The validation of the draft framework of priorities by key stakeholders. The final framework was presented to the Executive Board for approval.

CHALLENGES FACED BY NGARA AND PROPOSED SOLUTIONS



TABLE 2.

IDENTIFIED CHALLENGES	POSSIBLE SOLUTIONS
GOVERNANCE	
• Lack of management guidelines for NGARA	• Develop manual for Executive Board
• Irregular meetings of Executive Board	• Have quarterly or biannual board meetings or teleconferences
• Lack of commitment of some member countries due to high turnover of focal points	• Member countries to appoint or re-appoint focal points and private-sector representatives as counterparts
• National associations yet to be fully established/strengthened	• Establish/strengthen national associations in each country
• Lean and overstretched Secretariat	• Strengthen Secretariat by recruiting fulltime programme officer and office assistant and providing budget
• Lack of clear strategic focus – no operational plan for implementation of strategies	• Develop and implement a framework of priorities to 2030
FINANCIAL SUSTAINABILITY	
• Inadequate financial resources	• Develop resource mobilization strategy
• Not all member countries benefit from major projects due to limited funds	• Introduce membership and subscription fees
	• Develop policies on how projects and consultancies can support NGARA
HUMAN RESOURCE DEVELOPMENT	
• Lack of human resource development manual	• Develop and implement human resource development manual
• Inadequate capacity of some focal points to coordinate NGARA activities	• Provide ongoing capacity building for focal points
COMMUNICATION	
Inefficient communication between Secretariat and focal points due to:	• Build capacity of focal points
• insufficient feedback from focal points	• Strengthen Secretariat with bilingual secretary
• inadequate capacity to communicate in English and French	

2 SITUATION ANALYSIS

NGARA'S STRENGTHS AND WEAKNESSES

TABLE 3.

FACTOR ANALYSED	STRENGTHS
Governance and management	<ul style="list-style-type: none"> • Management with professionals knowledgeable in natural resource management involving gums and resins • Strong regional representation on Executive Board • Innovative organization in focus area • Strong linkages with strategic partners
Financial resources	<ul style="list-style-type: none"> • Resource mobilization skills available • Database of potential development partners available • Many opportunities for resource mobilization at regional and international levels
Human resource development	<ul style="list-style-type: none"> • Capacity to strengthen producer groups and focal points • Advocacy skills available
Trade/marketing	<ul style="list-style-type: none"> • Resources available • Market knowledge
Advocacy	<ul style="list-style-type: none"> • Favourable natural environment for production • Political will
Monitoring, evaluation, reporting and learning	<ul style="list-style-type: none"> • National reports and analyses exist (e.g. on gums and resins industry, markets) for some countries
Sustainability	<ul style="list-style-type: none"> • 15 producer countries are NGARA members

**Analysis of internal environment
(strengths and weaknesses)**

The Organizational Capacity Assessment Tool was used to identify NGARA's strengths and weaknesses with respect to governance and management; financial resources; marketing; human resource development; advocacy; monitoring, evaluation, reporting and learning; and sustainability. Table 3 summarizes the results.

**Analysis of external environment
(opportunities and threats)**

An analysis of NGARA's operating environment and the gum and resin value chains was carried out to determine the extent to which political, economic, social, technological, physical environmental, legal and governance factors are likely to affect NGARA's performance in building on and benefiting from opportunities while addressing potential threats. Table 4 summarizes the results (see page 14).

WEAKNESSES

- Low representation of women on Executive Board
- Lack of clear governance structures
- Lack of management guidelines
- Lean and overstretched Secretariat
- Low level of information-sharing among member countries
- Inadequate financial resources to effectively run the organization
- Lack of resource mobilization strategy
- NGARA yet to be registered as a non-profit organization, and all finances must therefore be channelled through (registered) partner organizations
- Inadequate level of staffing for Secretariat
- Lack of human resource development strategy and manual
- Lack of capacity to regulate price
- No control of quality standards
- No control of quantities produced
- Lack of national register of exporters
- Lack of common vision and coordination among actors in the gums and resins sector
- Inadequate sharing of information and lack of communication strategies
- Inadequate sharing of data and lack of data repository available for actors
- Low commitment of member countries
- Language barriers
- Lack of financial resources





OPPORTUNITIES AND STRENGTHS IN NGARA'S EXTERNAL ENVIRONMENT

TABLE 4.

FACTOR	OPPORTUNITIES
Political	<ul style="list-style-type: none"> • Political goodwill exists among member governments and regional and international partners • Great Green Wall programme has identified the gums and resins sector as a flagship
Economic	<ul style="list-style-type: none"> • Unexploited local, regional and international markets <ul style="list-style-type: none"> - sufficient potential of resource - renewed interest in natural products • Strong support from regional and international organizations in finance, trade, research and training • Availability of financial resources for national associations
Technological	<ul style="list-style-type: none"> • Availability of new technologies and innovations • Private sector already involved in processing and value adding • Use of emerging technologies to link to markets – social media, etc.
Social	<ul style="list-style-type: none"> • Increased networking and collaboration with other sectors • Increased awareness of value of gums and resins
Environmental	<ul style="list-style-type: none"> • Unexploited gum and resin resources • Emerging carbon markets
Legislative	<ul style="list-style-type: none"> • Existence of laws and policies governing natural resource management in member countries • Renewed efforts to develop drylands
Governance	<ul style="list-style-type: none"> • Strengthening existing national associations • Strong linkages with key players in gums and resins sector • Market analysis and development approach for establishing community-based enterprises



THREATS

- Uncertain political environment in some member countries
- Increasing terrorism in the region
- Weaknesses in market systems within the gums and resins sector
- Unfair trade practices
- Inadequate capacity to meet international standards
- Competition from alternative synthetic products
- Lack of entrepreneurship
- Low uptake of innovations and technologies for value adding and marketing
- Weaknesses in dissemination of research findings and technologies
- Conflicts over resource use
- Insecurity in gum- and resin-producing areas
- Destruction of gum and resin resources
- Climate change
- Weak enforcement, compliance and implementation mechanisms
- Lack of mainstreaming of gums and resins conservation and use in national policies and regulatory frameworks in forest and environmental sectors
- Lack of national policies specific to gums and resins
- Weak governance structures for, and capacity of, national associations

ANALYSIS OF NGARA'S STAKEHOLDERS

TABLE 5.

STAKEHOLDER	STAKEHOLDER EXPECTATIONS OF NGARA
Research institutions and universities	<ul style="list-style-type: none"> • Identify researchable issues • Disseminate research findings • Recognize contribution to NGARA of research institutions and universities
Government ministries in charge of forestry and environment	<ul style="list-style-type: none"> • Implement policies
National regulatory bodies	<ul style="list-style-type: none"> • Comply with standards
Certification bodies (e.g. Forest Stewardship Council – FSC; Société Générale de Surveillance – SGS; Fairwild)	<ul style="list-style-type: none"> • Comply with standards
Public-benefit organizations	<ul style="list-style-type: none"> • Improve governance and human rights
Producer groups, producer associations and marketing cooperatives	<ul style="list-style-type: none"> • Build capacity • Create market linkages • Articulate interests of producer associations • Provide advocacy on gums and resins
Development partners	<ul style="list-style-type: none"> • Improve livelihoods • Use funds and infrastructure efficiently
Financial institutions	<ul style="list-style-type: none"> • Improve livelihoods • Use funds efficiently
Media	<ul style="list-style-type: none"> • Provide information on gums and resins
Exporters	<ul style="list-style-type: none"> • Produce information on buyers and markets • Build capacity in trading and marketing • Ease tax burden • Establish regional stockpiles of gums and resins • Organize regional fairs for gums and resins

Stakeholder analysis

NGARA values the interest and participation of stakeholders at all levels of its processes and programmes. Table 5 summarizes an analysis of stakeholder expectations.



NGARA’S EXPECTATIONS OF STAKEHOLDER	
<ul style="list-style-type: none"> • Develop technical packages and capacity building on gums and resins • Develop products • Provide financial support 	<ul style="list-style-type: none"> • Conduct research and development into food applications and medicinal and health properties • Sample specifications • Fabricate and pilot appropriate technologies (equipment)
<ul style="list-style-type: none"> • Formulate appropriate policies for sector • Develop policies 	<ul style="list-style-type: none"> • Provide technical support • Support implementation of NGARA framework of priorities
<ul style="list-style-type: none"> • Formulate relevant regulations 	<ul style="list-style-type: none"> • Certify gum and resin products
<ul style="list-style-type: none"> • Formulate relevant standards 	<ul style="list-style-type: none"> • Certify gums and resins for international markets
<ul style="list-style-type: none"> • Support implementation of NGARA’s framework of priorities • Provide technical support 	<ul style="list-style-type: none"> • Mobilize community • Provide infrastructure support
<ul style="list-style-type: none"> • Mobilize community • Mobilize membership • Enforce resource management guidelines for gums and resins 	
<ul style="list-style-type: none"> • Provide financial and technical support 	
<ul style="list-style-type: none"> • Improve access to affordable credit 	
<ul style="list-style-type: none"> • Provide publicity and advocacy on issues relevant to gums and resins 	
<ul style="list-style-type: none"> • Provide financial support for NGARA’s operations • Participate in network activities • Provide export data 	

3 DEFINING NGARA'S STRATEGIC DIRECTION

Repositioning NGARA as a strategic organization

NGARA has made significant achievements since its inception. It has implemented a number of regional projects, through which various milestones and deliverables have been realized. Key achievements include: preliminary resource assessments and maps of gum- and resin-producing species in the region (which, however, require updating); the piloting of *Acacia senegal* production and tree management; and building the capacity of extension agents and communities in some gum- and resin-producing countries.

NGARA has initiated projects with other partners, nationally and in the region, and, through its work, major barriers to the full potential of the gums and resins sector have been identified. Communication between the Secretariat and focal points has not been as efficient as expected, however, due partly to insufficient feedback from focal points. In some countries, national associations are yet to be established; in others, they require further strengthening.

Not all member countries have benefited from major projects. Stakeholders have identified improving the participation of member countries, attaining financial sustainability, addressing the inadequacy of resources, and strengthening the Secretariat and national associations as areas requiring attention.

NGARA's strategic direction, 2017–2030

The consultative process identified the following seven key result areas for delivering on NGARA's mandate over the period 2017–2030:

- ① The sustainable production and restoration of gum and resin resources
- ② Marketing and investment
- ③ Enabling policies and legal frameworks
- ④ Capacity development
- ⑤ Research
- ⑥ Coordination
- ⑦ Communication, advocacy and visibility



Result Area 1

The sustainable production and restoration of gum and resin resources promoted

→ Strategic Objective 1

To promote the sustainable production and restoration of gum and resin resources

→ Strategies

- Regularly assess, monitor and map resources
- Promote the sustainable management and governance of resources
- Support restoration programmes
- Encourage an enabling policy and legal framework
- Support the provision of certified, high-quality planting materials
- Address the handling of transboundary materials and products



Result Area 2

Marketing and investment of gum and resin products enhanced

→ Strategic Objective 2

To enhance the marketing of gum and resin products in the region and globally and promote sustainable investment in the gums and resins sector to add value to products

→ Strategies

- Map sectoral actors at all levels
- Analyse value chains
- Set up a market information system in NGARA
- Strengthen linkages with small and medium-sized enterprises
- Create value adding through investment
- Review existing certification schemes and standards (sustainable production, management and quality control)
- Identify access and financing opportunities
- Promote the role of women and youth in the production and processing of gums and resins through small-scale enterprises
- Promote and strengthen equitable benefit-sharing along the value chain
- Promote product development and processing
- Undertake joint ventures in production, marketing and investment



Result Area 3

Enabling policies and legal framework developed

→ Strategic Objective 3

To advocate the development of relevant policies at the national and regional levels

→ Strategies

- Develop policies at the national and regional levels
- Develop policies on tax regimes in production, processing and trade
- Develop policies on transboundary conflict resolution



Result Area 4

Capacities strengthened

→ Strategic Objective 4

To strengthen the capacity of the NGARA Secretariat and national associations

→ Strategies

- Create a platform for information-sharing and knowledge management and exchange among stakeholders at different levels
- Assess existing regional and national capacities and needs and develop the capacity of stakeholders along the value chain



Result Area 5

Research and development supported

→ Strategic Objective 5

To support research and development to address identified gaps in the gums and resins sector

→ Strategies

- Support the provision of certified, high-quality planting materials
- Support efforts to add value to gums and resins
- Disseminate and transfer research results
- Develop improved varieties of gum- and resin-producing species



Result Area 6

Coordination strengthened

→ Strategic Objective 6

To strengthen the coordination of national and regional activities in support of the gums and resins sector

→ Strategies

- Strengthen coordination between the grassroots, national and regional levels
- Confirm the representation of countries (governmental and private-sector focal points)
- Strengthen the NGARA Secretariat (human and financial resources)
- Legitimize NGARA through registration



Result Area 7

Communication, advocacy and visibility enhanced

→ Strategic Objective 7

To enhance communication among NGARA's key stakeholders

→ Strategies

- Develop a communication strategy to guide all processes
- Undertake resource mobilization for NGARA

SUMMARY OF KEY RESULT AREAS, STRATEGIC OBJECTIVES AND STRATEGIES, 2017–2030

TABLE 6. Presents performance indicators for these result areas and strategies

KEY RESULT AREA	STRATEGIC OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
Result Area 1: The sustainable production and restoration of gum and resin resources promoted	To promote the sustainable production and restoration of gum and resin resources	• Regularly assess, monitor and map resources	• Area of resource assessed, monitored and mapped
		• Promote the sustainable management and governance of resources	• Report on the status of sustainable resource management and governance • Recommendations on best practices
		• Support restoration programmes	• List of restoration programmes undertaken or ongoing
		• Encourage an enabling policy and legal framework	• Report on existing policies and laws in the region
		• Support the provision of certified, high-quality planting materials	• Organizations in the region that can provide high-quality planting materials • Status of production of high-quality planting materials
		• Address the handling of transboundary materials and products	• Protocol on the handling of transboundary materials and products

continued >

KEY RESULT AREA	STRATEGIC OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
Result Area 2: Marketing and investment of gum and resin products enhanced	To enhance the marketing of gum and resin products in the region and globally and promote sustainable investment in the gums and resins sector to add value to products	• Map sectoral actors at all levels	• Actors in the value chain
		• Analyse value chains	• Number of value chains analysed
		• Set up a market information system in NGARA	• Report on market information system
		• Strengthen linkages with small and medium-sized enterprises	• Documentation of small and medium-sized enterprises in member countries and the region
		• Create value adding through investment	• Status of value-adding investments • Report on new investments
		• Review existing certification schemes and standards (sustainable production, management and quality control)	• Report on certification schemes in the region
		• Identify access and financing opportunities	• Consultancy report on opportunities
		• Promote the role of women and youth in the production and processing of gums and resins through small-scale enterprises	• Status of women and youth in the sector • Report on strengthening the role of women in the sector
		• Promote and strengthen equitable benefit-sharing along the value chain	• Report on the status of benefit-sharing and strategies for enhancing benefit-sharing along the value chain
		• Promote product development and processing	• Number of value-adding enterprises
		• Undertake joint ventures in production, marketing and investment	• Number of projects involved in production, marketing and investment
Result Area 3: Enabling policies and legal framework developed	To advocate the development of relevant policies at the national and regional levels	• Develop policies at the national and regional levels	• Report on national and regional policies
		• Develop policies on tax regimes in production, processing and trade	• Report on policies governing tax regimes in the sector
		• Develop policies on transboundary conflict resolution	• Report on the resolution of conflicts over transboundary resources

KEY RESULT AREA	STRATEGIC OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
Result Area 4: Capacities strengthened	To strengthen the capacity of the NGARA Secretariat and national associations	• Create a platform for information-sharing and knowledge management and exchange among stakeholders at different levels	• Clear strategy on effective communication between the NGARA Secretariat and stakeholders
		• Assess existing regional and national capacities and needs and develop the capacity of stakeholders along the value chain	• Report on the current capacities of the NGARA Secretariat and national associations and recommendations for enhancement
Result Area 5: Research and development supported	To support research and development to address identified gaps in the gums and resins sector	• Support the provision of certified, high-quality planting materials	• Institutions with requisite capacities • Status of current and potential production
		• Support efforts to add value to gums and resins	• Report on current status • Number of new investments
		• Disseminate and transfer research results	• Report on dissemination pathways
		• Develop improved varieties of gum- and resin-producing species	• Number of improved varieties of gum- and resin-producing species
Result Area 6: Coordination strengthened	To strengthen the coordination of national and regional activities in support of the gums and resins sector	• Strengthen coordination between the grassroots, national and regional levels	• Report on strategies for enhancing coordination in the region
		• Confirm the representation of countries (governmental and private-sector focal points)	• Report from member countries on names of focal points and private sector representatives
		• Strengthen the NGARA Secretariat (human and financial resources)	• Report on the strength of staffing at the Secretariat and status of financial resources
		• Legitimize NGARA through registration	• Registration certificate
Result Area 7: Communication, advocacy and visibility enhanced	To enhance communication among NGARA's key stakeholders	• Develop a communication strategy to guide all processes	• Report
		• Undertake resource mobilization for NGARA	• Technical and financial reports



4 IMPLEMENTATION

Human resource requirements

NGARA's Executive Board, comprising seven elected members, develops the organization's policies and sets its direction. The Secretariat, which implements NGARA's policies, is hosted by the Kenya Forestry Research Institute (KEFRI) and requires strengthening. In addition to its in-house staff, NGARA has a pool of external consultants, who are called on to perform specific duties. To deliver the framework document, NGARA will need to recruit the following core staff:

- 1 Executive Secretary
- 1 programme officer
- 1 accountant
- 1 knowledge management officer
- Public focal points (1 per member country)
- Private-sector focal points (1 per member country as counterparts to public focal points).

Composition and responsibilities of various elements of NGARA's structure

Decision-making. NGARA's ultimate decision-making organ is the General Assembly, comprising the Executive Board and the public and private-sector national focal points.

Policy-making. The Executive Board, elected by the General Assembly and comprising the Chair,

Secretary, Treasurer and four other members, is NGARA's policy-making organ. The Executive Board has four key subcommittees chosen from the Executive Board: Programmes (resource mobilization, projects, research and technical issues); Marketing and Linkages; Financial Management and Audit; and Administrative. The Executive Board sets direction, approves annual work plans and budgets, and monitors implementation through its subcommittees.

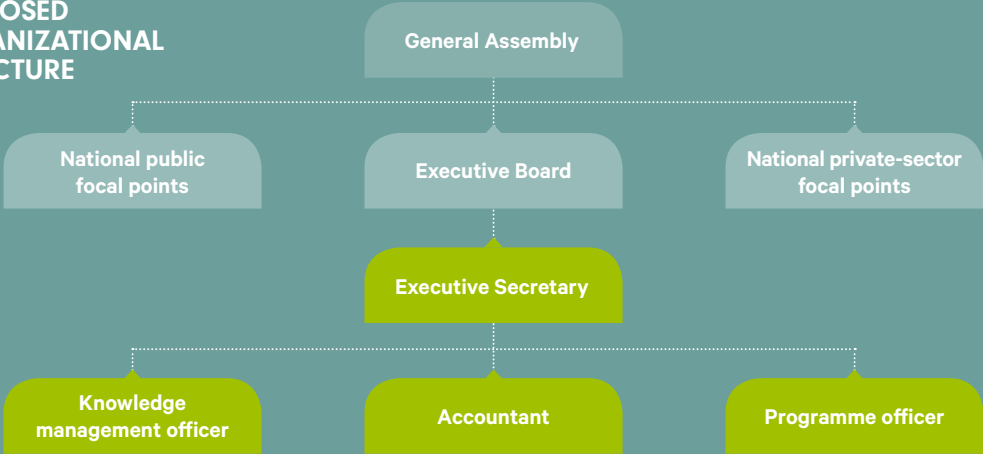
Implementation. The Secretariat, headed by the Executive Secretary, is responsible for implementing the activities and policies set by the Executive Board. Project officers, coordinators and chief technical advisors are hired for fixed terms over the duration of projects and activities. Short-term consultants, volunteers and interns, recruited according to needs, provide technical support.

Financial requirements

Projected funding requirements

NGARA's total funding requirements for the duration of this framework document (2017-2030) will be based on five-year strategic plan periods developed by the Executive Board and ratified by the General Assembly.

PROPOSED
ORGANIZATIONAL
STRUCTURE



Strategies for resource mobilization

Development partners constitute NGARA’s main existing sources of funding, and this is likely to continue. However, NGARA will use various strategies to mobilize additional resources, as detailed below.

Government funding. The Government of Kenya provides in-kind support through KEFRI in the form of office space, financial management services, transport, and human resources for the Secretariat, but this is insufficient if NGARA is to fully achieve its strategic objectives. Because NGARA complements governmental efforts in the development of the gums and resins sector, it is imperative that NGARA obtains resource support from its member countries.

Internal funding. Annual subscriptions will be introduced for member countries and private-sector members. NGARA will develop and implement a membership recruitment and retention strategy.

Support from development partners. NGARA will strengthen its fundraising with development partners by adopting a framework that integrates resource mobilization options for the short, medium and long terms.

To ensure sustainability and the proper matching of resources with strategic activities, NGARA will review its relationships with development partners and explore options for expanding its pool of partners. NGARA will pursue other funding opportunities as follows:

- **Targeted fundraising** – NGARA will proactively engage and tap resources from development partners and corporate bodies.
- **Competitive grants** – NGARA will respond to calls for proposals by donors, foundations and other partners.
- **Campaigns** – NGARA will launch major campaigns targeting bilateral donors in Europe, North America, Asia and Africa, as well as among philanthropic institutions.
- **Traditional fundraising partnerships** – NGARA will consolidate and strengthen existing fundraising partnerships with existing supporters.
- **Other fundraising avenues** – NGARA will work closely with the main actors in natural resource conservation to obtain advisory or contracted fundraising capacity. NGARA will seek support from local corporations and the public through corporate social responsibility programmes, promotions and fundraising.
- **Public-private partnerships** – NGARA will adopt public-private partnerships in line with its aim of building a sustainable financial base to support its operations.

Physical facilities

There is a need to equip the NGARA Secretariat and the national focal points over the period of the framework of priorities.



RISK ANALYSIS AND MANAGEMENT

RISK	RISK LEVEL	MITIGATION MEASURE
Loss of skilled staff	Medium	<ul style="list-style-type: none"> • Improve terms and conditions of service • Recruit and train staff
Inadequate resources	High	<ul style="list-style-type: none"> • Mobilize resources
Market instability	Medium	<ul style="list-style-type: none"> • Diversify markets • Develop local markets • Diversify products
Lack of government support	Low	<ul style="list-style-type: none"> • Lobby and advocate at the national and county levels • Engage in partnerships
Low penetration of technology in producing areas	High	<ul style="list-style-type: none"> • Conduct training • Lobby for improvements in infrastructure
Resource use conflict	High	<ul style="list-style-type: none"> • Develop guidelines for resource use and sharing • Institute conflict resolution mechanisms
Climate change	High	<ul style="list-style-type: none"> • Create awareness • Promote climate-change adaptation measures
Political interference	Low	<ul style="list-style-type: none"> • Build confidence with the public and politicians
NGARA not living up to its mandate	Medium	<ul style="list-style-type: none"> • Fully implement the framework of priorities • Put in place strong governance structures



5 MONITORING AND EVALUATION



Monitoring and evaluation (M&E) is essential for ensuring that the framework of priorities is implemented as planned. The M&E process will measure achievements against set milestones and guide appropriate and timely adjustments. It will take into account emergent issues and changes in the environment that affect the framework. Activities undertaken as part of the framework will be monitored based on the indicators defined for each activity. M&E will involve information gathering and feedback through:

→ **Periodic reviews and analyses of outcomes**

There will be continuous reviews and analyses of the attainment of targets against objectives in the framework document, drawing lessons learned and best practices. Reviews and analyses will include: quarterly and annual review meetings; staff and management team meetings; and the generation of monthly, quarterly and annual narrative reports on the state of implementation of the framework.

→ **Periodic reporting to the Executive Board**

Periodic M&E status reports will be presented to the Executive Board to benefit from the inputs of Board members and ensure continuous ownership of the framework of priorities.

→ **Continuous feedback, information-sharing and organizational learning**

To institutionalize continuous learning, the Executive Board will enhance information-sharing and effective documentation to ensure the provision of regular feedback to NGARA members and other key stakeholders.

To achieve high-quality outcomes and outputs, NGARA will adopt an impact evaluation approach focusing on the measurement of outputs, achievements, outcomes and impacts, underpinned by the regular collection and analysis of data and the generation of reports.

ANNEX 1. NGARA national focal points and private-sector focal points

a) National administration NGARA focal points

NO.	COUNTRY	NAME	TELEPHONE	EMAIL
1.	Burkina Faso	Oubida Regis	+226 70130199	oubidauregis@yahoo.fr
2.	Chad	Bouba Ngoulou		ngouloubouba@yahoo.fr
3.	Ethiopia	Abrehet Gebrehiwot		gebrehiwotabrehet6@gmail.com
4.	Kenya	Meshack Muga	+254 722237193	meshackmuga@hotmail.com
5.	Mali	Jonas Diarra	+223 76078987	jonadiarra@yahoo.fr
6.	Niger	Harouna Oumarou	+227 96879865	harouna.oumarou@yahoo.fr
7.	Nigeria	Irimiya Kaura		kaurairimiya@yahoo.com
8.	Senegal	Sakhoudia Thiam	+221 776317065	thiamsak@yahoo.fr
9.	Somaliland	Mohammed Warsame		led_rcs@yahoo.com
10.	South Sudan	Simon Dralley	+211 955192196	dralley@gmail.com
11.	Sudan	Fatma Ramly		fatmaramly@yahoo.com
12.	United Republic of Tanzania	Chelestino Balama	+255 784404873	chelectino.balama@taforitz.org
13.	Uganda	Stephen Muwaya		smuwaya@yahoo.com

b) Private-sector NGARA focal points

NO.	COUNTRY	NAME	TELEPHONE	EMAIL
1.	Burkina Faso	Aboubacar Diallo	+226 70251941	dialloboubacar@yahoo.fr
2.	Ethiopia	Teklehaimnot Nigatu Beyene	+251 115527082	natgum@ethionet.et; t.nigatu@yahoo.com
3.	Kenya	Waheed Chaudhry	+254 722531025	waheedc@hotmail.com
4.	Mali	Mamadou Geuye		gmamadou_2000@Yahoo.fr
5.	Niger	Adamou Ali Zoubeirou	+ 227 96874590	zoubadam@yahoo.fr
6.	Nigeria	U.A. Hassan		uahassan2000@gmail.com
7.	Senegal	Ibrahima KA	+221 776593358	kelka_98@yahoo.fr
8.	Sudan	Hisham Salih		hisham@yagoubgroup.com

ANNEX 2. NGARA Executive Board

COUNTRY	NAME	TELEPHONE	EMAIL
Burkina Faso	Dr Moctar Sacande	+39 3482640277	msa4ande@gmail.com
Kenya	Dr Ben Chikamai	+254 722756483	bnchikamai@gmail.com
Kenya	Ms Sheila Mbiru	+254 721527994	sheilambiru@gmail.com
Niger	Mr Abdou Maisharou	+227 96974182	maisharou.abdou@yahoo.fr
Nigeria	Mr Chidume Okoro	+234 8065540491	gaconlimited@gmail.com
Sudan	Professor Mohamed Ballal	+249 912948554	mohamedballal@yahoo.com
United Republic of Tanzania	Professor Godwin Kowero	+254 721734864	g.kowero@cgiar.org

Contact:

Engr. Chidume Okoro

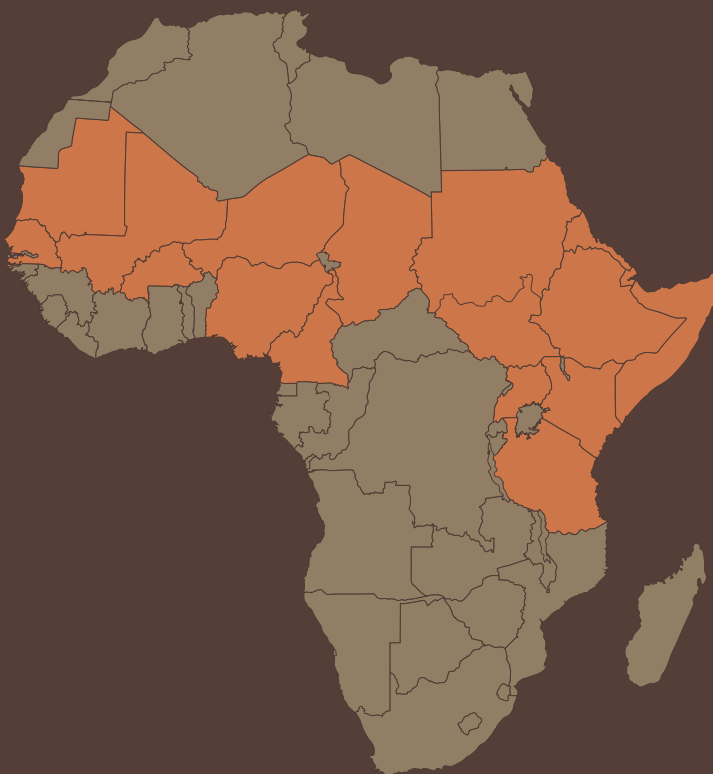
NGARA Chairman

Email: gaconlimited@gmail.com

Dr Ben Chikamai

NGARA Executive Secretary

Email: bnchikamai@gmail.com



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