



## Experience by Symbiose Sénégal

In Kayemor, SENEGAL

In 1996, during the decentralisation process, the Kayemor Rural Council faced many political, economic and social challenges, such as the confusion between party politics and development politics, that plagued its functioning. On the social level, there were many non-functional organisations with no real relationship between them. In addition, the most vulnerable populations were not well represented in the rural councils. There was a lack of communication between the different rural actors due to the absence of spaces for dialogue and consultation.



The **solution** was to form *Penc* as an organisation founded on the principle of multi-stakeholder consultation.

### Experience description

A series of training sessions on the roles and responsibilities of local actors in decentralisation and local development gave rise to the realisation that at best all actors should participate in development. To this end, the Penc was formed as a community development association. To encourage the participation of all actors, Penc created the "Keppar" (a Wolof term referring to the shade of a tree that can shelter people who want to consult each other). The Keppar constitutes a framework for village consultation and a forum for reflection, diagnosis, information sharing, planning and local implementation. It is the interface between the Penc and the population.



### Other characteristics



#### IMPACTS

- Democratisation of public life
- A calmer social climate
- Concerns of vulnerable groups considered
- Economic and environmental initiatives



#### CHALLENGES

- Resurgence of partisan practices in the Penc
- Political leaders instrumentalised the Penc
- Poor management



#### LESSONS LEARNED

- Partisan approaches are counterproductive in participatory local development
- Importance of perpetually re-interrogating innovation
- Role of strong and transformational leadership for successful innovation