



REQUEST FOR CEO ENDORSEMENT/APPROVAL
PROJECT TYPE: Full-sized Project
THE GEF TRUST FUND

Submission Date: 07 December 2007
Re-submission Date: 20 March 2008

PART I: PROJECT INFORMATION

GEFSEC PROJECT ID:3567

GEF AGENCY PROJECT ID:

COUNTRY(IES): Burkina Faso

PROJECT TITLE: CPP Sub-program of the Northern Region

GEF AGENCY(IES): IFAD

OTHER EXECUTING PARTNER(S): Ministry of Agriculture & Ministry of Environment

GEF FOCAL AREA(S): LAND DEGRADATION

GEF-4 STRATEGIC PROGRAM(S): LD SP1

NAME OF PARENT PROGRAM/UMBRELLA PROJECT: Burkina Faso

Country Partnership Program on Sustainable Land Management.

Expected Calendar	
Milestones	Dates
Work Program (UNDP/CPP FSP)	August 2006
GEF CEO Endorsement	May 2008
GEF Agency Approval	June 2008
Implementation Start	December 2008
Mid-term Review (if planned)	June 2010
Implementation Completion	November 2012

A. PROJECT FRAMEWORK

Project Objective: To improve in a sustainable manner the productivity of rural resources by adopting an integrated and holistic approach in order to attain the millennium development goals by reversing the current trends in degradation of environmental resources in the northern region.

Project Components	Investment, TA, or STA	Expected Outcomes	Expected Outputs	GEF Financing		Co-financing		Total (\$)
				(\$M)	%	(\$M)	%	
1. Participatory Decision-making and Environmental Planning	TA & Inv.	Enhanced mechanisms for dialogue, reinforced capacities, improved incentive structures, promotion of SLM techniques	30 villages / 1,800 villagers trained in integrated planning and SLM 30 villages and inter-village management committees established/strengthened SLM consultation platform at the local/provincial level established 5 pilot PES systems identified and tested	0.463	4.5%	9.988	95.5%	10.451
2. Land Tenure Security and Sustainable Land Management Investment Incentives	TA & Inv.	Reinforced capacities, diffusion of SLM techniques, mechanisms for preventing land tenure conflicts	10 pilot sites for conflict resolution identified and implemented 30 villages / 750 villagers trained in conflict resolution 10 study tours undertaken Reduce the number of conflicts by 10 % by the end of phase 1 of the CPP	0.471	21%	1.682	79%	2.153
3. Ecological Integrity and Sustainable Management of Selected Watershed Ecosystems	Inv.	Reinforced management capacities, SLM techniques diffused, SLM practices adopted and replicated	Management plans for 5 watersheds and 1 pastoral zones completed 20 on the ground physical investments in watershed/pastoral zones undertaken 60 villages and 1000 villagers trained in resource management planning 12 innovative mechanisms are tested for integrated watershed management based on local knowledge	0.881	7%	11.930	93%	12.811
4. Project management*				0.201	5%	4.218	95%	4.419
Total Project Costs				2.016**		27.818		29.834

* Co-finance includes M&E / ** (GEF 3 Allocation for CPP Phase 1)

B. . FINANCING PLAN SUMMARY FOR THE PROJECT (\$ M)

	<i>Project Preparation*</i>	<i>Project</i>	<i>Agency Fee</i>	<i>Total at CEO Endorsement</i>	<i>For the record: Total at PIF</i>
GEF	0	2.016	0.181461	2.19746	NA
Co-financing	0.060	27.818		27.878000	NA
Total	0.060	29.834	0.181461	30.07546	NA

C. SOURCES OF CONFIRMED CO-FINANCING

<i>Name of co-financier (source)</i>	<i>Classification</i>	<i>Type</i>	<i>Amount (\$ M)</i>	<i>%*</i>
IFAD (Project preparation)	Multilat. Agency	Cash/In-kind	0.060	0.2
IFAD	Multilat. Agency	Soft Loan	16.028	57
WADB	Multilat. Agency	Soft-loan	3.834	13
OPEC Fund	Multilat. Agency	Soft-loan	2.886	11
GoBF	Nat'l Gov't	Guaranteed	3.312	12
Beneficiaries	Beneficiaries	Guaranteed	1.758	7
Total Co-financing			27.878	100%

D. PROJECT MANAGEMENT BUDGET/COST

<i>Cost Items</i>	<i>Total Ets'd person wks</i>	<i>GEF (\$ M)</i>	<i>Other sources (\$ M)</i>	<i>Project total (\$ M)</i>
<i>Local consultants*</i>	520	0.144	1.640	1.784
<i>International consultants*</i>	0	0	0	0
<i>Office facilities, equipment, vehicles & communications**</i>		0.057	1.422	1.479
<i>Travel**</i>		0	0.903	0.903
<i>Miscellaneous</i>		0	0.253	0.253
Total	520	0.201	4.218	4.419

** Equipment entails: small office equipment and one vehicle for the project team – running costs are mostly co-financed by the IFAD project.

E. CONSULTANTS WORKING FOR TECHNICAL ASSISTANCE COMPONENTS:

<i>Component</i>	<i>Estimated person weeks</i>	<i>GEF(\$ M)*</i>	<i>Other sources (\$ M)</i>	<i>Project total (\$ M)</i>
<i>Local consultants*</i>	72	0.054	0.020	0.074
<i>International consultants*</i>	16	0.032	0.010	0.042
<i>Travel</i>		0.021	0.015	0.036
Total	88	0.107	0.045	0.152

F. DESCRIBE THE BUDGET M&E PLAN:

GEF project monitoring and evaluation (M&E) will be fully integrated into the existing M&E programme established for the SRDP and will ensure consistency with GEF and IFAD procedures and requirements. The GEF project M&E system will be based on the project logical framework (see Appendix 3) but will rely on the existing SRDP M&E systems (baseline) to ensure monitoring consistency between baseline interventions and GEF incremental activities. Monitoring of both the project performance and impact will be conducted in accordance with the indicators and the means of verification identified in the logical framework. The M&E system will be aligned with the CPP overall result framework and M&E modalities – indicators, data collection and sharing will be harmonized with the CPP M&E requirements to ensure that the sub-programs feeds into the national monitoring system.

Project Monitoring

The specific modalities for project M&E will be detailed at project start-up, including defining the roles of the GEF team within the existing M&E system, specifying the additional GEF monitoring and reporting requirements, etc. The terms of

reference for the M&E specialist on the GEF team will be developed and clear reporting and communication lines will be defined.

The day-to-day monitoring of project implementation will be handled by the PMCU of the SRDP under the direct responsibility of the project coordinator and the M&E unit. The PMCU has already developed procedures for participatory monitoring of project activities in consultation with key stakeholders; additional procedures for participatory monitoring will be developed as necessary to accommodate GEF monitoring and evaluation requirements.

The GEF project's incremental activities will be closely monitored by IFAD in the context of its monitoring of the SRDP through regular missions and teleconferences. The GEF project team will inform IFAD of any delays or difficulties faced during project implementation in order to ensure smooth execution of project activities.

Project Reporting

The results of project activities and monitoring will be captured in the following reports:

- **Project Implementation Report** The GEF mandates an annual project implementation report (PIR) in order to review progress in project implementation. All projects under implementation for a year by the end of June of any calendar year must submit a PIR. PIRs are completed by the executing agency, in close collaboration with the project team, following a GEF PIR template. The PIR template will be shared with the GEF project team to facilitate their compliance with this requirement.
- **Quarterly Progress Reports** In addition to the annual PIR, the GEF project team will submit quarterly progress reports (QPRs) containing pertinent information and data on project progress and performance. The format for these reports is attached for ease of reference.
- **Project Terminal Report** During the last three months of project implementation, the GEF project team will prepare the Project Terminal Report (PTR), which is a comprehensive overview summarizing all project activities, outputs and results, impact, lessons learned, objectives met or not achieved etc. The PTR is the definitive review of the project's activities, but it should also include recommendations for any additional measures that could be taken to ensure sustainability and replicability/up scaling of the project outcomes.
- **Technical Reports** Additionally, the GEF project team will be required from the outset to develop a draft plan and list of expected technical reports on relevant areas of intervention to be prepared during project implementation. If necessary, these technical reports may also be prepared by external consultants contracted by the project for particular interventions. The technical report should describe the project's contribution to specific areas and should be used as effective dissemination tools of best practices or innovations.

Independent Evaluations

The project will be subject to independent mid-term and final evaluations:

- The **independent mid-term evaluation** will be undertaken at the end of the second year of project implementation. The purpose of the mid-term evaluation is to determine progress made towards the achievement of project outcomes and to recommend mid-course adjustments where they are necessary. The mid-term evaluation also focuses on project effectiveness and implementation efficiency. This evaluation will also identify initial lessons learned and suggest measures to be taken to improve implementation of the project.
- The **final evaluation** is similar in scope to the mid-term evaluation but takes place three months prior to the terminal tripartite review meeting on the project. The final evaluation focuses, in particular, on project impacts (local, national and global), results and sustainability; it provides recommendations for follow-up and replication of best practices.

Project Monitoring and Evaluation Work Plan

These monitoring, reporting and evaluation activities are summarized in the following monitoring and evaluation work plan, which also include an estimated budget for these activities (see table).

Monitoring and Evaluation Work Plan and Budget

M&E Activity	Responsible Parties	Budget (US\$)	Timeline
Identification of project indicators	GEF project team, key stakeholders, IFAD	To be finalized in first three months of project	Start, mid and end of the project
Annual monitoring of project progress and performance	SRDP Coordinator GEF project team	To be finalized in first three months of project	Annually prior to preparation of PIR
Training of GEF team and PMCU	PMCU	10,000	At the start of the project implementation, later as necessary
Project implementation report	GEF project team	None	Annually
Technical reports	GEF project team, external consultants if needed	4,000	Ad-hoc as required
Quarterly progress reports	GEF project team and SRDP Coordinator	None	Quarterly after project start up
Project terminal report	GEF project team and SRDP Coordinator	None	At least one month before the end of the project
Mid-term external evaluation	External consultants, oversight by IFAD	15,000	Mid-term of project implementation
Final external evaluation	External consultants, oversight by IFAD	18,000	At the end of project implementation
Audit	Certified auditor, oversight by IFAD	7,500 (average 1500 per audit per year)	Annually

Technical Modalities of Project Ecological Monitoring:

The GEF project's environmental objective is to improve management of natural resources and degraded lands and restore the functional integrity of ecosystems in selected watersheds of the five target provinces of the North Central Plateau. The integrated management of these watershed ecosystems will provide local and national environmental benefits by reducing land degradation (desertification and deforestation), conserving watershed ecosystem environmental services, reversing the decline of agriculture, woodlands and rangelands. They will also provide global environmental benefits by mitigating land degradation, sequestering carbon, enhancing landscape biodiversity and improving wildlife habitat.

Gross project area:

The project area consists of five provinces in the northern zone of the country, i.e. Bam, Loroum, Passoré, Yatenga and Zondoma, covered by the SRDP (see Map 2). These provinces are situated in the north-west agro-ecological zone, according to the classification established by the *Institut national de l'environnement et de la recherche aureole (INERA)* on the basis of rainfall and soil classification and socio-economic data. Together they occupy a surface area of 21,057 km² (8 percent of the surface area of Burkina Faso). Their population, estimated in 2003 taking into account the rate of population growth, is 385,311 inhabitants, with an average density of 66 inhabitants per km². This large area will include five specific monitoring focal areas (FA), one per province, for monitoring and evaluation of project and environmental objectives. The GEF project interventions will occur in these FAs.

Net project area:

The net project area (NPA) will consist of five focal areas (FAs) of roughly 1,000 ha each, specifically designed for monitoring and evaluating project interventions, within the five watersheds of roughly 10,000 ha each targeted by the SRDP. These watersheds are: (i) You watershed in Loroum Province, (ii) Bilinga-Nogo watershed in Yatenga Province, (iii) Minima-Kontoega watershed in Zondoma Province, (iv) Yako-ouono watershed in Passoré Province and (v) Guibare watershed and Lac Bam in Bam Province. The NPA will be the area in which improved land management practices and techniques will be implemented under the GEF project and in which the impacts of these improvements will be monitored.

Field Sampling Design within Focal Areas and Reference Plots:

Field sampling will follow scientifically sound procedures developed and tested for monitoring environmental and economic impacts. These procedures are based on cost effective combinations of remote sensing and participatory surveys. Ground measurements within each focal area will be carried out using a spatially clustered sampling plan. Small field teams will be mobilized and trained for data collection at each cluster, including biophysical, site characterization data, above and below ground biomass, erosion observations, water infiltration measurements, soil augering, etc. The FAs will serve as the primary data collection sites for the project. The location of the FAs and all data collected will be geo-referenced and entered into the project GIS data base.

Remote sensing:

Satellite imagery will be acquired for each FA and geo-registered. Analyses of woody vegetation cover will be completed using standard image interpretation and supervised classification techniques. Additionally, the images will be used to identify FAO Land Cover Classification System (LCCS) classes, villages, housing units, the presence of soil conservation structures, roads, water sources including stock tanks, springs, boreholes, lakes and rivers, roads, tracks and physically degraded or barren areas.

Measuring impacts of land degradation:

Large-scale diagnostics of land degradation will be done using remote sensing images. Areas will be identified and mapped as erosion sources, sediment deposition basins and reasonably stable areas. Results will be used to target land management interventions. Deforestation will be monitored along forest margins using remote sensing. Land degradation and sediment loads will be monitored in the FAs. Observations will be matched with field data and socio-economic surveys collected at the monitoring sites. Interpretation will be done for deforestation and desertification hot spots, sources of sediment, and impacts on soil fertility.

Ecosystem richness and biodiversity:

Two complimentary approaches for measuring biodiversity will be used. The first, ecosystem richness¹, is calculated on the basis of the type and number of ecosystems in each FA. The second approach, agro-biodiversity², is a rapid field approach to biodiversity assessment, based on using pair-wise plant checklists of useful, common exotic and indigenous plants. Agro-biodiversity will be assessed in terms of abundance, density, and relative frequencies of plant species, and the importance of traditional, indigenous plants.

Monitoring rural livelihood and poverty:

The SRDP uses participatory rural appraisal techniques to capture socio-economic indicators in the five selected watersheds. The GEF team will direct special attention to villages within the five FAs. Initially, focus group discussions with local leaders and community members will be used to introduce the GEF project to the area and to identify the major natural resource management constraints faced by the community. Focus groups will be asked to rank problems and possible interventions for these by consensus. Results will be synthesized in the village diagnostics and development plans prepared by each community.

Capacity Building for Implementation of the M&E Plan

The GEF project will provide technical assistance for capacity building and supervision of the M&E activities. Capacity building will include training for the GEF team M&E specialist and for other staff (e.g. the GIS specialist) in the PMCU, as well as on-the-job experience with a national M&E expert. Assistance with supervision of M&E activities will be provided by qualified national M&E experts as needed.

¹ The ecosystem richness is measured as the number of terrestrial or marine ecosystem types or biomes, based where possible on an existing classification or estimated from the description and structure.

² That component of biodiversity that contributes to food and agriculture production. The term agro-biodiversity encompasses within-species, species and ecosystem diversity.

PART II: PROJECT JUSTIFICATION

A. DESCRIBE THE PROJECT RATIONALE AND THE EXPECTED MEASURABLE GLOBAL ENVIRONMENTAL BENEFITS:

The problems of land and natural resource degradation in Burkina Faso are less technical or technological challenges than they are the absence of an “eco-citizen” consciousness and the lack of willingness among most of the key players to work towards the same sustainable land management goals. As noted above, there are numerous strategies, policies, plans and programmes dealing with land management. Unfortunately, this plethora of frameworks and plans has only translated into compartmentalization and institutional agendas, which means that each ministerial department or institution seeks its own survival and legitimacy in developing its own programmes and its own legislation and rules for good conduct, rather than looking to see how it can be collaborative and complementary with others and build their respective capacities for coordination and support for development. Currently the sectoral development approach and the proliferation of institutions appear to be the primary elements for the development strategy within each ministry. Very few efforts are developed together, to provide a holistic long-term vision that is shared by all the development players (populations, civil society, private sector, development partners). Even when such a vision is developed (as in the case of the RDS or the PAN-LCD) it does not serve as the reference framework for the ministry which has oversight responsibility for its elaboration.

To further complicate matters, there is very little knowledge in Burkina Faso on the integrated management of ecosystems at the landscape level. Professionals tend to be specialists in one particular field and have not sufficiently learned to combine disciplines, to think in terms of trade-offs between market and non-market ecosystem services, to think in terms of different stakeholders and interests or in terms of different spatial and temporal scales. Considerable strides have been made in capacity building at the national level and the current cadre of staff in leading positions has a much stronger background than was true 30 years ago. Still, approaches remain highly sectoral and, although production and resource management often go together, a really integrated vision of the future for the country with respect to land degradation and sustainable land management is lacking. This vision should particularly address trade-offs between (i) the use of provisioning ecosystem services (crop and animal production targets), set against the regulatory services from natural resource quality and ways to improve it, (ii) the use of cultural ecosystem services and (iii) the improvement and/or maintenance of regulatory ecosystem services, particularly realizing that preventing land degradation is much cheaper than rehabilitating degraded resources.

At the institutional level, many ministries in the GoBF have a stake in sustainable land management, with respect to agriculture, water resources, range management, forestry, infrastructure, decentralization processes, research, etc. At the regional and provincial levels, these ministries are represented but often lack the means to adequately provide the institutional services that they are meant to provide. Lack of an effective extension service has led to poor levels of contact between government bodies and land users, who now rely more on non-governmental organizations (NGOs) and consulting firms (‘bureaux d’études’). In other words, the amount of time and effort spent at the national level to develop strategies and action plans is watered down considerably when it reaches the intermediate and local levels. These are also the levels where the private sector is active and where stakeholders should ideally meet to discuss development issues at an appropriate intervention scale. Currently, investments in institutional development are part of many baseline project objectives, but there is no single proven framework yet that has shown to be most effective. Projects also tend to develop their own structures of interaction and often would rather not make use of ineffective government structures or take the time to learn best practices. Instead, they would rather create their own.

In terms of human capital and knowledge, Burkina Faso has advanced markedly in recent decades, but much remains to be done to solidify knowledge of sustainable land management at all levels. Professional staff in government offices have improved their skills, as many benefited from formal degree training inside and outside of Burkina Faso. Projects at baseline level make use of skilled professionals and also lower echelon local staff tends to have more knowledge on rural development than shortly after independence. Furthermore, much has been done in Burkina Faso at the grassroots level to sensitize and empower land users themselves. Unfortunately, these advances have not stopped the land and natural resources from further degradation. The village land management committees (CM) are now in place but need to be properly trained to take on the management of their local environment or to cooperate with other villages and territories in management of the wider landscape (whether at the local or transboundary level). This requires investments in social, human, physical and financial capital. Elderly people being highly respected may also mean that modern insights, captured by the younger villagers, remain underutilized.

As far as application of sustainable land management practices and technologies goes, Burkina Faso has made some significant advances, but again much remains to be done to consolidate these advances into sustainable management. The participatory testing of diverse technologies in the field has been and still is a major activity of projects and NGOs, increasingly through the CMs. An array of technologies have been adopted to a limited extent (zaï, half-moons and stone rows seemingly being most cost-effective, at least in the Central Plateau where the majority of investments have taken place). What remains, however, is for these technologies to be validated well enough economically to be replicated widely throughout the country and for their global environmental benefits to be fully understood and appreciated. As land users in different parts of the country have different cultures and perceived problems and goals, there is no such thing as one perfect set of tools and technologies, but rather a set of best practices. More efficient use of provisioning ecosystem services (i.e. obtaining more food, wood, meat per unit of provisioning ecosystem service) reduces the overall unsustainable use of ecosystem services. Research has shown that major crop yield increases are feasible and innovative farmers on the Central Plateau have adopted sustainable land management technologies which were then copied by others. In particular, zaï seems cost-effective, showing a doubling of sorghum yield. Moreover, zaï is practiced on land that was previously totally bare, unused and a source of runoff.

Environmental degradation is widespread in the north central plateau region. It is related to the above conditions but is more directly driven by barriers specific to the region, such as particularly degraded vegetative cover and soils due to recurrent droughts, irregular rainfall, erosion and increasing demand for agricultural land. This is resulting in further cultivation of marginal lands and detrimental changes in land use and cropping patterns. Marginal land cropping has led to increased competition and conflicts between farmers and pastoralists.

The region is also characterized by its low soil fertility and the unsustainable agricultural practices (inadequate land use and cultivation/cropping techniques). Land reclamation techniques are not adopted and extensive livestock systems, coupled with the inadequate production techniques, lead to progressive deterioration of soil organic matter content. Furthermore, the soils of the region, dominated by ferruginous tropical soils, are rather difficult to manage as they tend to block important elements such as phosphorus.

Water sources in the region (dams, ponds, reservoirs) are increasingly rare and subject to growing pressure due to high and uncontrolled demand for irrigation and livestock. No mitigation measures are in place and this situation has led to significant sedimentation problems in dams throughout the region.

In sum, the main barriers to SLM in the north central plateau of Burkina Faso could be summarised as: (i) rural poverty, (ii) lack of harmonised approaches to SLM, (iii) lack of local planning for land management, (iv) limited financial resources and technical capacities and (v) difficult and complex land tenure situations.

The proposed project is one of four sub-programmes included in Burkina Faso's pilot phase of the GEF-approved CPP. Thus the project's objectives mirror those of the CPP and will contribute directly to the CPP's three specific objectives for the north central plateau. The programme's overall objectives and main expected results are those identified by stakeholders in relation to the CPP umbrella framework for the region. The programme will work towards:

- contributing to the development of a partnership platform and coordinated approach to sustainable and equitable land management,
- promoting the institutional and policy contexts to support better mainstreaming of SLM,
- promoting integrated and equitable SLM practices based on innovative modalities and local knowledge.

As such, the programme will assist the GoBF in effectively implementing the CPP and the national action plans designed to improve the potential for production by rural populations while preserving the global environment, in particular the agro-ecosystems, natural habitats and biotopes of biodiversity of the northern watersheds.. Finally, the GEF project will help Burkina Faso sustainably improve the productivity of rural resources through the adoption of an integrated, holistic approach that will meet its MDGs related to reversing the current trends of loss of environmental resources.

The sub-programme's overall objectives and main expected results are those identified by stakeholders in relation to the CPP umbrella framework for the region. The programme will work towards: (i) contributing to the development of a partnership platform and coordinated approach to sustainable and equitable land management, (ii) promoting the

institutional and policy contexts to support better mainstreaming of SLM, and (iii) promoting integrated and equitable SLM practices based on innovative modalities and local knowledge. As such, the sub-programme will assist the GoBF in effectively implementing the CPP and the national action plans designed to improve the potential for production by rural populations while preserving the global environment, in particular the agro-ecosystems, natural habitats and biotopes of biodiversity of the northern watersheds. Finally, the GEF sub-programme will help Burkina Faso sustainably improve the productivity of rural resources through the adoption of an integrated, holistic approach that will meet its MDGs related to reversing the current trends of loss of environmental resources. Among the expected measurable global environmental benefits are: (i) the number of hectares of critical watershed ecosystems and natural habitats for biological diversity restored and sustainably managed, particularly in the pastoral zones and wetland environments; (ii) the reductions in soil erosion and conservation of critical water resources resulting from improved land management practices in the watershed and pastoral zone ecosystems; (iii) the number of farmers/villagers adopting improved management practices as a result of the promotion, replication and dissemination of innovative and replicable approaches, practices and technologies to address land degradation and combat desertification and deforestation; and (iv) the sequestration of carbon in the natural vegetative cover of rehabilitated woodland, rangeland and wetland systems in the watershed ecosystems.

B. DESCRIBE THE CONSISTENCY OF THE PROJECT WITH NATIONAL PRIORITIES/PLANS:

Burkina Faso's commitment to environmental protection is enshrined in its Constitution of 2 June 1991, which recognizes in its preamble that environmental protection is a necessity for Burkina Faso, states that natural resources belong to the people (Article 14) and identifies protecting, defending and promoting the environment as the duty of all citizens (Article 29).

In 2000, Burkina Faso adopted its first PRSP (2000-2002), which analyzed the vulnerability of the country and the factors reducing its capacity to address environmental and natural resource degradation, contributing to the vicious cycle of poverty and hindering its capacity to face the economic challenges imposed by globalization. Among these factors, the PRSP identified climate variability and change, land and biodiversity degradation and the pressure on the land by subsistence farmers. Thus the Government recognized that the critical elements in the struggle to reduce poverty in Burkina Faso are sustainable land management and combating desertification. The PRSP was revised in 2003, integrating the outcomes of the Johannesburg Summit on Sustainable Development and recognizing the combat against desertification as an investment priority. The new PRSP has been validated for the period 2002-2006 after extensive consultations with stakeholders from various social strata, as well as with development partners.

In December 2003, in order to achieve coherence with the revised PRSP, the Government adopted a new Rural Development Strategy validated through broad stakeholder consensus. The strategy is considered by the Government as a reference framework responding to the challenges of development in rural areas, where the incidence of poverty has been constantly increasing during the last ten years. The strategy takes a holistic approach through the integration of interventions from all sectors of the economy, the rational management of natural resources and ecosystems, and the empowerment of the rural population to enable them to control their own development.

After ratification of the UNCCD in 1996, Burkina Faso embarked on a participatory process for the development and adoption of the NAP/CD. The NAP/CD, launched in June 2000, is meant to be an integrating and federating framework for all programmes and projects that directly or indirectly deal with land management, combating desertification or poverty reduction in Burkina Faso; it has the primary objective of seeking complementarities and efficiency in promoting sustainable development in the country. It seeks "to achieve sustainable development of the country by building the capacity of local authorities and by ensuring the active participation of the population, local government units and local groups in initiatives related to combating desertification and mitigating the impacts of drought" through seven priority focal areas:

- sustainable natural resource management (water, forests, fauna, soils, etc.)
- improvement of living conditions of the rural and semi-urban populations
- creation of an enabling policy, legal and institutional environment
- capacity building (socio-professional organizations, technical capacities, technological and strategic analysis and the formulation of strategies)
- scientific and technical cooperation
- strengthening the financial capacity and negotiation skills of vulnerable groups and
- sub-regional cooperation.

In 2004, the Government adopted two major documents aimed at mainstreaming environmental issues into local development, i.e. the new Environmental Plan for Sustainable Development and the Operational Programme for the NAP/CD. The CPP is the main vehicle for implementing both of these policy instruments.

Taken together, the PRSP, the RDS and NAP/CD are ample proof of the policy coherence and of the strong political will of the Government in its efforts to improve people's livelihoods. They demonstrate an institutional dynamic searching for solutions for strengthening sustainable management of natural resources, more particularly for arresting and reversing trends in land degradation. The CPP further capitalizes on these dynamics, as well as on lessons learned to date, in order to promote dialogue and an action framework which will be coherent and efficient and will address land degradation challenges within an appropriate time span.

Burkina Faso is also participating in TerrAfrica, a partnership in support of SLM in Sub-Saharan Africa (SSA), developed around a joint Business Planning Framework. Its overall mission is to support scaling up of mainstreaming and financing of SLM approaches in SSA, employing a business model that seeks to remove specific bottlenecks to the scaling up of SLM strategies and investments. This business model is supported by a broad partnership in recognition of the fact that no institution acting alone could hope to achieve such an objective, while by acting together significant gains could be made in efficiency, quality, and scale. The business model includes three activity lines, i.e. coalition building, knowledge management and enabling investments at country levels. Under each activity line, a number of sub-objectives are identified that are derived from the overall mission described above. For each sub-objective, a limited set of activities with clear deliverable and outcomes are identified under annual Work Programs for the partnership. The Government has requested that Burkina Faso be part of the priorities under the TerrAfrica work program. The Executive Committee of TerrAfrica has endorsed this request and made Burkina Faso one of the priority countries for collective action, investment scale up, capacity building, alignment and harmonization under Activity Line 3 of the TerrAfrica work program. The GEF funded CPP under UNDP leadership is planned to be a major delivery mechanism under Activity Line 3 of TerrAfrica, and will benefit of the support of all TerrAfrica. The proposed sub-program will be aligned with the TerrAfrica process and share knowledge, streamlined M&E indicators and tools and methods for SLM (planning, implementation and monitoring) building on the local level. The project will feedback into the TerrAfrica process through the SLM platform (Under the CPP umbrella). The project is mainly contribution to the programmatic activity line 3 of TerrAfrica and will feed into the overall M&E function to TerrAfrica. Again this will be done through the overall CPP umbrella.

C. DESCRIBE THE CONSISTENCY OF THE PROJECT WITH [GEF STRATEGIES](#) AND STRATEGIC PROGRAMS:

The sub-programme's objectives are fully consistent with the provisions of the UNCCD and with the objectives and policies of GEF, particularly with those of its Focal Area on Land Degradation. The focus on combating desertification and deforestation in the context of promoting sustainable development in rural areas puts it in line with the mission and objective of the land degradation focal area and its SP 1 on Supporting sustainable agriculture and rangeland management.

Furthermore, the sub-programme fits comfortably within the two Strategic Objectives of the GEF Focal Area on Land Degradation: (i) SO 1 on placing sustainable land management in the mainstream of development policy and practice at the local level and (ii) SO 2 on scaling up investments in sustainable land management to generate benefits for the global environment as well as for local livelihoods. This is further demonstrated by the fact that the sub-programme is included in the first phase of the GEF-approved CPP for Burkina Faso, which has among its objectives (i) to promote an enabling policy and institutional environment for the enhanced adoption and implementation of sustainable land management (CPP Strategic Objective 2) and to promote innovations among farmers and exchanges of knowledge and best practices in collaboration with farmers and other practitioners (CPP Strategic Objective 3).

Furthermore, the current policy of the GoBF, which constitutes the frame of reference for both the project and the CPP, recognizes the close link between combating desertification and achieving sustainable development as a means towards poverty alleviation.

As an integral part of the CPP, the project benefits from the synergies with GEF established by the CPP:

- GEF Strategic Priority 1 with respect to targeted capacity-building is coherent with the Specific Objective 2 of the CPP, which is to promote an enabling policy and institutional environment for the enhanced adoption and implementation of sustainable land management
- GEF Strategic Priority 2 with respect to field activities is coherent with CPP Specific Objective 3, which aims at

promoting innovations among farmers and exchanging knowledge and best practices in collaboration with farmers, scientists and other practitioners, both within the country and the region.

In addition, the broadened partnership framework of the CPP in Burkina Faso (through its three specific objectives), combined with the exchange mechanisms it has promoted, will greatly contribute to achieve global impact in conformity with the GEF approach. As the CPP is extending its implementation (phase 2) into GEF-4, care has been taken to ensure that it anticipates the upcoming new Strategic Objectives of the LD Focal Area in GEF-4. In this regard, the CPP addresses primarily SLM-1 (Systemic change) but also has relevance to SLM-2 (demonstrating and up-scaling).

D. OUTLINE THE COORDINATION WITH OTHER RELATED INITIATIVES:

Since the GEF activities support one of the four regional sub-programmes identified by the CPP, the overall CPP administrative structure will ensure coordination with other related initiatives in the northern region. For this purpose the GoBF established a National Authority for Sustainable Land Management. This national authority will ensure the management, administration and guidance of the overall programme, as well as coordination of the sub-programmes with other SLM initiatives. The sub-programme for the northern region will work towards a harmonised SLM approach and investments in the northern region through an SLM platform and the promotion of synergetic efforts to meet the collective objective of the CPP. The sub-programme is directly linked to the CPP framework in terms of results and shares collective objectives with the other four CPP sub-programmes. The sub-programme will engage partners (international, national, local, NGO, etc.) that are operating in the region. This includes IFAD, the World Bank, the Governments of Denmark and the Netherlands, which are currently supporting a number of natural resource management projects in the region.

IFAD and UNDP worked together as “co-leaders” during the preparatory stage to assist the GoBF in developing the CPP framework. IFAD then took the lead in preparing the present GEF project in tandem with its preparation of the SRDP in the northern region of the country.

IFAD has long been engaged in rural poverty alleviation through direct investments aimed at achieving concrete improvements in the livelihoods of its projects’ target groups. In Burkina Faso, most IFAD projects also have had a strong environment, land and water conservation dimension through the promotion of equitable and sustainable land and water management practices. IFAD also fosters the empowerment of local populations in decision-making through their participation in the identification and dissemination of sustainable traditional practices, as well as innovative and cost-effective practices. In this respect, IFAD has contributed to the dissemination of local practices for land and water conservation. IFAD also has substantial experience in watershed management approaches (planning, resource management, conflict resolution and access to land).

IFAD is both a United Nations agency and an international financial institution (IFI). IFAD is the only IFI in Burkina Faso that emphasises direct targeting of rural households and embedding its targeting approach within local institutional development activities for greater empowerment. These activities aim at strengthening the most relevant rural poor people’s organisations, be they income-generating or natural resources management-related. In a community-driven development (CDD) setting, this implies strengthening public and private institutions both of participatory democracy (village assemblies, Village Development Committees, producer organisations, etc.) and representative democracy (rural municipal councils, unions and federations of producer organisations, etc.). Especially, it implies striving to solidify the often tenuous linkages and sometimes skewed and biased relationships between different levels of decision-making. In technical terms, IFAD has a comparative advantage in land improvement and reclamation, soil erosion control and water management, encompassing both traditional improved and modern practices, linking applied participatory research to farmers and their organizations and rural micro enterprise development. Another comparative advantage of IFAD is focus on connecting internal rural and urban markets and to transform traditional and subsistence crops into locally important cash crops.

The objectives of the CPP are in line with IFAD’s mandate, which is to enable the rural poor to overcome their poverty. The CPP will contribute to two of IFAD’s strategic objectives, namely: (i) increasing local access to and revenues from better managed natural resources, including land and water (for agriculture and grazing), greater land tenure security and conflict prevention and resolution and (ii) strengthening inclusive bottom-up planning, monitoring and accountability processes at the interface between villages and local governments. As noted above, IFAD’s COSOP for Burkina Faso highlights the importance of using sustainable and equitable land and natural resources management to improve rural population livelihoods. However, it is expected that IFAD’s long-standing experience and its ongoing programmes represent an

essential strategic support to the CPP in terms of investment and implementation. In addition, the CPP will bring value added to IFAD operations in terms of partnership, policy dialogue and learning.

The sub-programme will work towards a harmonised SLM approach and investments in the north central plateau region through an SLM platform and the promotion of synergetic efforts to meet the collective objective of the CPP. The sub-programme is directly linked to the CPP framework in terms of results and shares collective objectives with the other four CPP sub-programmes. The sub-programme will engage partners (international, national, local, NGO, etc.) that are operating in the region. Partners active in the northern region, as well as their activities, are summarised in the Table 10:

Sub-programme Partners in the North Central Plateau

Structures	Relevant Domain	Zone	Budget (in million)
Fédération Nationale des Groupements Naam (FNGN)	SWC, rural water, agro-forestry, nutrition, health education, gender mainstreaming, extension, livestock, cereal banks, micro-credit and IGA	Entire area	NA
ECLA	Social environment, agriculture, livestock, credit and IGA	Entire area	NA
ADRK	Credit, SWC, NRM, agriculture, employment	Passoré	NA
ANAR	Alphabetisation, SWC, IGA, agriculture, reforestation	Yatenga	NA
PNGT II	Local development and “gestion des terroirs”	Passoré, Zoundoma	NA
PADSEA II	Water management	Entire area	15 361
PADL2	Local development	Yatenga, Loroum	7 336
PDCL	Local development and food security	Zoundoma	NA
PSA/RTD	Food security and land reclamation	Yatenga, Loroum	NA
PRS	Water management	Entire area	8 920
PETITS BARRAGES BAD	Agricultural production	Entire area	10 249,3
PRS-AEP	Water management	Passoré	5600,17
PSSA	Agriculture and diversification	Entire area	NA
INERA	Research and development (Agriculture and forestry)	Entire area	NA
FAARF	Credit	Entire area	NA
URCPN	Credit	Entire area	NA
PAM/BKF	Agriculture, soil fertility, food security	Entire area	3331,782
PROJET 1000 FORAGES/CHINE	Water management	Entire area	5 000
PE IV / VOLET AGRICOLE	Education and training	Loroum	4 361,20

E. DESCRIBE THE INCREMENTAL REASONING OF THE PROJECT:

The past three decades have been marked by barely supportable pressure on land resources. As a consequence, there has been a decline in agricultural production, degradation in the quantity and quality of land and grazing areas, and an impoverishment of the biological diversity (disappearance of plants, including medicinal plants, animals, birds, insects, micro-organisms, etc.), food insecurity and a deepening of poverty, and increasing competition for access to land for different usages and users. This continual degradation of natural capital is explained by the fact that government initiatives were often developed to react to the most pressing needs (response to emergencies), with a resulting inattention to sustainable land management. The short term economic and political benefits were often obtained at the price of long-term

environmental damage. This is also true for users of land who have just enough to live on, and who had practically no other choice than to search for immediate benefits for their survival. Also, in many cases, sectoral development and the proliferation of institutions appears to have constituted the primary elements of development strategy. Very few efforts were developed or are developed to provide a holistic long-term vision which is shared by all the development actors (Government, populations, civil society, private sector, cooperation partners, etc.). Moreover, the decisions which are often made at the highest levels of government without any true grass roots participation render their impact fairly inefficient in terms of poverty alleviation at the local level.

The barriers to sustainable land and natural resource management in the north central provinces are as numerous as they are intractable. First and foremost, these barriers include **insufficient human resource and institutional capacities**. This insufficiency is clearly evidenced by the general lack of adequate capacities among the farmers and local populations of the provinces to effectively implement sustainable land and natural resources management practices. This insufficiency is further compounded at the institutional level by the limited capacities of GoBF technical and extension services working with these local populations to effectively address their resource management problems. Second, underlying this human resource barrier is the fundamental **lack of widespread knowledge of best practices** for sustainable land and natural resource management in the northern provinces. This is true despite the fact that previous soil and water conservation projects have made advances in local understanding and the fact that the current knowledge base in Burkina Faso as a whole is substantial. Knowledge in the northern area remains fragmented without effective mechanisms for collection and dissemination to the larger population. Third, looming over these other constraints are the **policy barriers** to sustainable land and natural resource management that continue to play a role at the local level in the north central provinces. Despite the large number of laws, strategies and action plans formulated and implemented at the national, regional and sectoral levels, these policy instruments have effected little change on the actual management of lands and natural resources at the local level. The mounting pressures in the rural areas have overcome the best laid plans. Policies end up not being applied in the field because of limited resources and manpower. Progress in land tenure security has remained elusive; effective systems of land tenure/secure resource access rights for range management have yet to be developed.

The studies performed during preparation of the CPP also identified a number of constraints or barriers to effectively arresting existing land and natural resource degradation and instituting sustainable land management in the country. Most of these apply to the northern provinces. These are not physical barriers by any means; they include policy, institutional, technical, financial and economic barriers that may be more difficult to overcome than any physical barriers can be. A discussion of these barriers follows.

International barriers As a landlocked country with scarce resources and 80 percent of the population dependent on agriculture, the opportunities available to Burkina Faso for economic growth through increased exports are not plentiful. Trade barriers and lack of comparative advantage compared to other fast-growing countries in Asia and Latin America preclude a more rapid absorption of part of the rural population in other sectors of the economy. Trade barriers and agricultural subsidies elsewhere in the world also act as barriers in this context. The GoBF is addressing some of these barriers through its engagement with World Trade Organization (WTO) discussions, reporting on Millennium Development Goals (MDGs) and harmonization of donor interventions. Further, in the context of the CPP, the GoBF will evaluate the impact of changes in world prices and subsidies, especially for cotton, on incentives for greater expansion of cropland into rangelands and forests.

Regional barriers A number of the intermediate causes of land and natural resource degradation identified above require regional cooperation to address effectively (e.g. pastoral transhumance, hunting and gathering), which presents a barrier for the GoBF to overcome. The GoBF recognizes that regional cooperation is increasingly important in addressing sustainable land management issues, but such cooperation remains insufficient and must be regarded as a barrier. Joint planning and action with countries that face similar agro-ecological conditions and land degradation constraints could help Burkina Faso cut transaction costs and share in implementation of policies and investments promoting sustainable land management.

Insufficient institutional and human resource capacities Limited institutional and human resource capacities are found at several levels: (i) Farmers and farmers associations lack sufficient capacities to practice sustainable, productive agriculture; (ii) Community users of forest and rangeland resources have insufficient capacities needed for sustainable management of these resources; (iii) The government agricultural extension service and civil society entities working in agricultural extension frequently have insufficient capacities for participatory, adaptive extension of sustainable land management systems for agriculture; (iv) The capacity of national government technical services, of decentralized local and

regional governments, of NGOs, consulting firms and others to support the replication and adaptation of community-based forest management/co-management systems is insufficient; (v) The capacity of all of these agencies to develop new, sustainable models for range management and then to replicate them, is especially thin; (vi) The capacities of the new communes and of the provincial, regional and national government to develop effective regulations/policies/laws and strategies for sustainable land management, all need to be strengthened.

Policy barriers There are a large number of laws, strategies, texts and action plans (e.g. regulations for the Land Tenure Reform Act, the National Action Programme to Combat Desertification (PAN/LCD), etc.) at national, regional and sectoral levels that overlap and create inefficiencies and transaction costs. They seem to be there for the sake of being there, rather than serving as mechanisms to act, intervene, facilitate or develop. Some have become old-fashioned as pressures in the rural area have mounted. Policies are not applied well enough in the field due to lack of resources and manpower. Much less time goes into law enforcement than into law making. There is no tangible progress in the field of **land tenure security**. Appropriate systems of land tenure/secure resource access rights for range management have yet to be developed. Although there is no real evidence that the lack of land ownership is a barrier to the adoption of soil conservation practices, population migration has resulted in anarchistic occupation of land and often times conflict, which in turn increases pressure on strategic resources (protected areas, water courses, etc.). Top-down procedures at the policy level have met with resistance at the local level.

Institutional barriers Too many institutions are active in the field of rural development, which makes coordination of activities difficult, increases transaction costs, creates conflicts of interest, and often sends land users contradictory development messages. In addition, there are some critical issues where there are no institutions with the mandate to address them, such as transboundary management of natural resources. While the Liptako-Gourma Authority (Burkina Faso, Mali and Niger) is based in Ouagadougou, there are many counterpart national agencies that engage with it, often leading to mixed sectoral messages and agendas. Different approaches by the GoBF in the past (e.g. sectoral approach, production-oriented, lack of participation) have not been helpful for sustainable land management.

Knowledge barriers There is no institutional body in the country that is able to oversee and guide the entire field of sustainable land management, although the Département Territoire should be able to do this. This especially refers to thinking in terms of chains, i.e. in causes and effects, in terms of different scales and in terms of multiple stakeholders. Finally, there are no clues yet on the multiple benefits that may be obtained from targeted sustainable land management. Scarce financial and human capital at the level of the land user is a major barrier. Knowledge of non-market ecosystem values is also much less developed than knowledge of market ecosystem values. The current knowledge base in Burkina Faso on land degradation and sustainable land management is substantial, but it is fragmented without an effective mechanism for collecting, synthesizing and disseminating this knowledge. Indigenous knowledge has not been adequately captured and capitalized. There is only a modest sense of the need to advocate best practices. A successful example is the national programme to install 500,000 compost pits, but there are no further incentives for its replication.

Fragmented sectoral barriers Burkina Faso is the leader in sub-Saharan Africa for natural forest management, but this sectoral success has not been expanded to integrate wildlife management and/or range management. Clear opportunities for multiple use management exist that would increase the overall profitability of sustainable land management and with it the range of incentives and beneficiaries.

Monitoring and evaluation barriers Monitoring and evaluation of land quality and changes in land use in order to generate good-quality data and statistics on land management are of paramount importance. Without such information, decision support systems (whether government or local community) are necessarily weakened. Although such information systems have been put in place to some extent, there is ample room for improvement, particularly in the field of participatory monitoring and evaluation.

Financial and economic barriers Some of the inputs needed for sustainable agriculture either are not financially viable for the smallholder or have marginal profitability with relatively long payback periods. The phosphate supplements needed for maintenance of soil fertility provide a good example of this problem. The lack of an affordable means of soil testing is another example.

Other barriers Among the other barriers identified are (i) insufficient **awareness** of the impacts and severity of land degradation and of the opportunities and benefits of sustainable land management, (ii) insufficient financing for sustainable

land management practices and investments, (iii) socio-cultural constraints to the adoption of such practices and (iv) insufficient use of adaptive management approaches.

The Partnership Programme for Sustainable Land Management in Burkina Faso aims to overcome these various barriers so as to promote ecosystem integrity, taking into account the spatial variation of land resources, the functioning of ecosystems and the pace of change in their status, the modes of allocating land, etc.

Under the GEF Alternative, different stakeholders at national, intermediate and local levels have institutional structures in place, supported by enabling and effective land use policies that allow them to address both provisioning and regulating/supporting ecosystem services. This should ideally happen at the landscape level, which allows better understanding of the different ecosystem services as they largely follow landscape features. At the landscape level, communes and villages work together as landscape managers, supported by effective NGOs and government institutions, and with enabling and clear policy boundary conditions. Exchange of experiences and best practices at country scale allows communes and villages to borrow ideas from each other so as to further improve the productivity and sustainability of the landscape

The sub-programme's focus on sustainable land management, arresting and reversing desertification and deforestation and restoring the functional integrity of the watershed ecosystems, will realise a number of global benefits that would not otherwise be accomplished: (i) the restoration and sustainable management of indigenous biological diversity through rehabilitation and conservation of the critical watershed ecosystems and their natural habitats for biological diversity, particularly in the pastoral zones and wetland environments; (ii) the potential reductions in soil erosion and conservation of critical water resources resulting from improved land management practices in the watershed and pastoral zone ecosystems; (iii) the promotion, replication and dissemination of innovative and replicable approaches, practices and technologies to address land degradation and combat desertification and deforestation; and (iv) the sequestration of carbon in the natural vegetative cover of rehabilitated woodland, rangeland and wetland systems in the watershed ecosystems.

F. INDICATE RISKS, INCLUDING CLIMATE CHANGE RISKS, THAT MIGHT PREVENT THE PROJECT OBJECTIVE(S) FROM BEING ACHIEVED AND OUTLINE RISK MANAGEMENT MEASURES:

The GEF sub-programme will face some potential risks in carrying out its activities promoting sustainable land and natural resources management in the watersheds in the northern region. Some of the specific risks and their corresponding risk management measures include: (i) Extended periods of draught and advancing desertification in the Sahelian Zone as a result of global warming - The sub-programme will be prepared to adapt its interventions to any extreme changes in the climate and physical conditions of the project area. (ii) GOBF financial constraints that curtail timely implementation of project interventions - The sub-programme will be prepared to adapt to any financial constraints that may limit GOBF execution of project interventions. (iii) Political instability that interrupts the decentralization process and execution of sub-programme interventions - The sub-programme has sufficient credibility in the areas to overcome any interruptions in the decentralization process or programme interventions. (iv) Community acceptance of diagnostics and plans integrating environmental management aspects - Community awareness of environmental challenges is generally high but will be additionally reinforced by planned information, education and communications activities. (v) Lack of shared vision at community level for shared natural resource management/willingness of village populations to accept watershed management - Village awareness of natural resource threats should encourage shared vision and willingness to accept new management approaches, information, education and communications campaigns should further prepare villagers for watershed management practices. Potential risks (internal and external) and risk management measures are summarized in the matrix below.

Potential Risks	Mitigating Measures
External Risks	
Extended periods of draught and advancing desertification in the Sahelian Zone as a result of global warming	The project will be prepared to adapt its interventions to any extreme changes in the climate and physical conditions of the project area
GOBF financial constraints that curtail timely	The project will be prepared to adapt to any financial constraints

Potential Risks	Mitigating Measures
implementation of project interventions	that may limit GOBF execution of project interventions
External Risks (cont.)	
Political instability interrupts decentralization process and execution of project interventions	The project has sufficient credibility in the project areas to overcome any interruptions in the decentralization process or project interventions
Internal Risks	
Community acceptance of diagnostics and plans integrating environmental management aspects	Community awareness of environmental challenges is generally high but will be additionally reinforced by planned project information, education and communications activities
Lack of shared vision at community level for shared natural resource management/willingness of village populations to accept watershed management	Village awareness of natural resource threats should encourage shared vision and willingness to accept new management approaches, project information, education and communications campaigns should further prepare villagers for watershed management practices
Willingness of village populations to accept alternative income-generating activities	Village awareness of the need to find alternative sources of income should encourage such willingness, project initiatives in identifying and promoting appropriate alternatives should reinforce willingness
Coordination with traditional institutions and territorial authorities	Project emphasis on building consensus with traditional institutions/territorial authorities should facilitate effective coordination
Capacity of beneficiaries to manage resources in their areas	Project emphasis on capacity building for sustainable land and resource management should ensure capacity to manage local communal resources
Success of community dialogue on land tenure issues	Project emphasis on identifying and strengthening mechanisms for dialogue and consultation should facilitate the dialogue on land tenure issues
Willingness of watershed village communities to collaborate in managing communal resources	Project emphasis on dialogue and consultation and strengthening CVDs and CCs should build willingness to collaborate in management of inter-village communal resources
Sustainability of investments in land and natural resource management	Project emphasis on building sustainable, innovative mechanisms for maintaining investments, e.g. payments for environmental services and local planning, will offer an opportunity to solve potential conflicts over land/natural resource use hence improving sustainability

G. EXPLAIN HOW COST-EFFECTIVENESS IS REFLECTED IN THE PROJECT DESIGN:

Every effort was made to ensure that cost-effectiveness was considered in design of the sub-programme. During preparation a careful assessment was undertaken, based on experience to date with the SRDP and other projects, comparing and evaluating both the costs and the effectiveness of approaches/activities proposed for achieving programme objectives. As the proposed GEF sub-programme will be fully blended into the IFAD SRDP, this will ensure a certain level of cost-effectiveness in project execution, lower many of the transaction costs and promote harmonisation of interventions to the maximum extent possible. Effort was made to estimate project costs per unit of investments to have an accurate value of investment per GEF dollar (please refer to the detailed costab file in the full project document). Project management is maintained at a minimalist level to ensure that GEF investment will generate impact through on-the-ground investments. Furthermore, the CPP itself offers a good basis for cost-effectiveness. Harmonized activities, consolidated M&E and aligned investments will reduce transaction costs. The proposed investment-oriented nature of the project and its diversified scope

of interventions will ensure that NRM issues are directly mainstreamed in baseline activities at lower transaction costs. It also seeks to ensure higher GEF impact through direct investment in carbon sequestration (rehabilitation of degraded vegetation cover and watershed management). This will also contribute to increased adaptation to climate change through better resistance to climatic shocks (of both selected ecosystems and people livelihood systems). Project activities are carefully selected and costed out to ensure an optimum balance between soft (capacity building and policy tools) and hard investments (on the ground operations) while giving weight to the latter.

PART III: INSTITUTIONAL COORDINATION AND SUPPORT

A. PROJECT IMPLEMENTATION ARRANGEMENT:

Since the GEF activities are fully blended into the existing SRDP, so too will be the management, implementation, monitoring and evaluation responsibilities. Under the SRDP, the MOAWF established a **Project Management and Coordination Unit** (PMCU) based in Yako and furnished by the GoBF with offices and equipment from a previous soil and water conservation project. The PMCU is responsible for general management and coordination of the SRDP, as well as its monitoring and evaluation, financial management, accounting and auditing functions. With the approval of the GEF grant, the PMCU will assume the same responsibilities for the GEF activities and financial resources. The light organizational structure of the PMCU will be reinforced with two additional GEF-financed staff to support the additional management and coordination responsibilities.

The SRDP also has two MOA-established **Regional Offices** to cover the two geographic sub-regions of the project. These offices essentially serve as the links between the PMCU and the CVGTs, which are the local organizations with responsibility for actual implementation of project activities. The role of these offices is to supervise the activities in their zone, control the quality of service contracts and ensure monitoring and evaluation of project activities. The CVGTs are democratic grass-root institutions at village level responsible for the inclusion of all stakeholder groups in local development activities. Having been extensively trained in participatory planning and M&E, they are directly responsible for identifying and implementing SRDP activities through the community development plans in direct interaction with the project management structures.

In addition, there is a **National Steering Committee** for the SRDP, headed by the MOA and composed of nine members chosen for their recognized competence and knowledge of sustainable development and desertification issues and their commitment to development in the northern region. Three members are from the GoBF, the remainder are chosen by representatives of the beneficiaries. The committee meets at least once a year to review project progress reports and approve the work plan and budget for the coming year. At the provincial level, the PMCU coordinates closely with the GoBF's **Provincial Technical Coordination Staff** in order to ensure collaboration at the provincial level. The PMCU submits its provincial work programmes and seeks complementarities at the provincial level with other programmes and projects.

CPP Implementation Arrangements Since the GEF project supports one of the four regional sub-programmes identified by the CPP, the overall CPP administrative structure (see Figure 1 for the administrative structure of the CPP) also will be involved in overseeing and monitoring implementation of the GEF project. For this purpose, the GoBF will establish a **National Authority for Sustainable Land Management** to be housed temporarily within the MOE. This national authority will ensure the management, administration and guidance of the programme. The national authority will be a permanent structure, established at senior level, and given the mandate and authority for coordination of the different sectors involved in sustainable land management. The authority will supersede and incorporate existing institutional structures and will assume their tasks as follows:

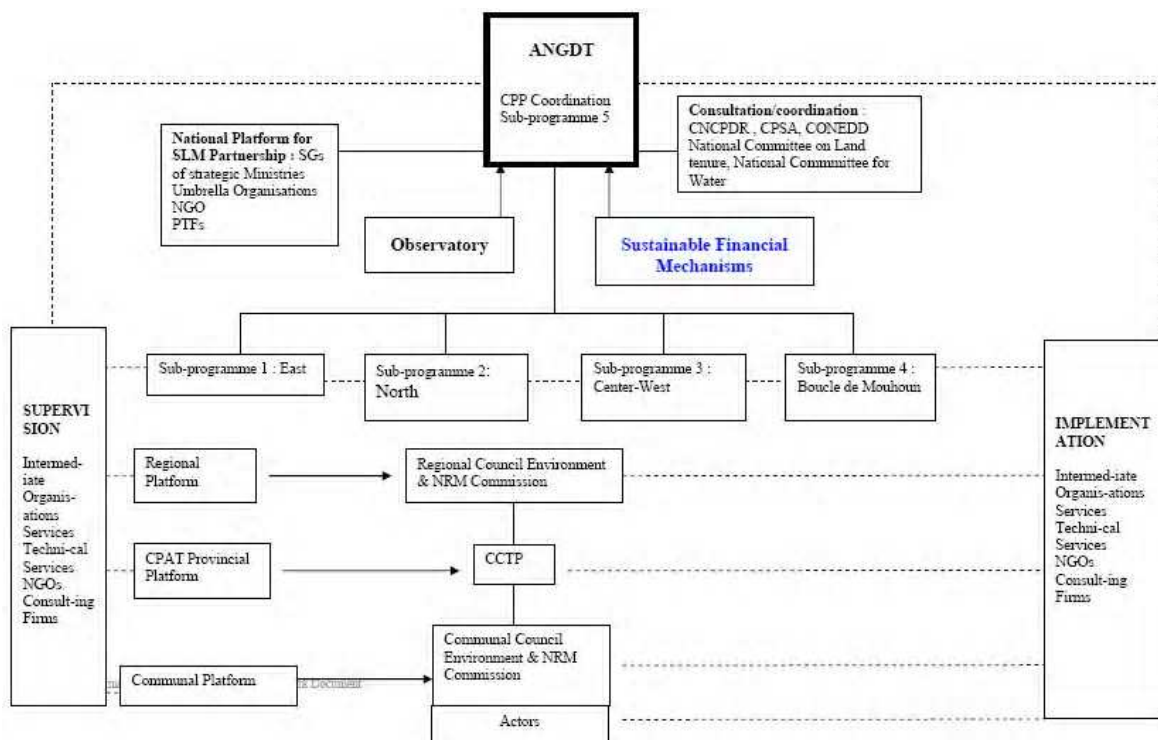
- Coordinate at the national level the activities linked to the planning and allocation of land and advise the government on concerns linked to sustainable land resources management;
- Facilitate exchanges of information at different levels (nation, region, commune, village) and promote a holistic and integrated approach to sustainable land management;
- Develop information systems on the land resources, land allocation and on environmental effects;
- Facilitate the establishment of a sustainable financing mechanism (e.g. National Fund for Desertification) with full participatory principles
- Help create a coordinated approach to design, implementation and follow-up of development and improvement plans and initiatives relative to land management;
- Ensure the monitoring and evaluation of the dynamics of land degradation;

- Modify and update the land allocation policies as well as the legislative and institutional aspects which relate to them;
- Facilitate and support the implementation of laws and policies enacted for conservation and for appropriate management of natural resources;
- Facilitate the management of transboundary resources.

Sub-programme Implementation The sub-programmes will be autonomous but linked to each other by functional relations for communications and knowledge exchange. They will be governed by the same common principles articulated by the CPP. The role of coordination of the two sub-programmes will be given to the actor which will provide the greatest value-added in terms of contribution to the baseline in the region. The baseline was defined by evaluation of incremental costs. In granting the leadership of the sub-programme according to the weight of contributions to the baseline, there is a better cost/efficiency if support measures are developed: allocation of appropriate human materiel and financial resources, establishment of a concerted and clear protocol for collaboration/specifications leading to results that are agreeable to all parties. For these reasons, the sub-programme for the northern region was given to the SRDP.

Coordination of each sub-programme will facilitate the partnership/consultation and conduct of sustainable land management initiatives at the regional level, as well as monitoring and evaluation and capitalization of the programme. In each region, a synergy will be developed with the actors through their partnership platforms envisaged at the various levels (communal, provincial, regional). It should be noted that in order to consolidate the investment activities on the ground, and the promotion and dissemination of best practices and knowledge exchanges on technology transfers, the regional coordination unit will have the task of creating a list of projects that are underway or being negotiated with the help of the technical and financial partners.


Figure 1: Administrative Structure of the CPP



PART IV: EXPLAIN THE ALIGNMENT OF PROJECT DESIGN WITH THE ORIGINAL PIF:

Not Applicable

PART V: AGENCY(IES) CERTIFICATION

This request has been prepared in accordance with GEF policies and procedures and meets the GEF criteria for CEO Endorsement.	
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<p><i>Please do not forget to copy the IFAD/GEF Registry on official communications, gefregistry@ifad.org</i></p>	

ANNEX A: PROJECT RESULTS FRAMEWORK³

Global Objective	Verifiable Indicators	Means of Verification	Risks and Assumptions
I. CPP Goal and Overall Objective			
<ul style="list-style-type: none"> - The goal of the program is: “to combat land degradation and poverty in Burkina Faso through sustainable, decentralized and equitable management of rural resources”. - The overall objective is: “to promote sustainable productivity of rural resources through integrated and holistic approach to achieve the MDGs” 	<ul style="list-style-type: none"> - increased soil fertility - increased agricultural productivity - increased food security - income increase in targeted areas (beneficiaries) 	<ul style="list-style-type: none"> • Site inspections of watershed and pastoral zone ecosystems • Field studies/technical reports • Annual progress reports • Final evaluation 	<ul style="list-style-type: none"> • Effective systems of monitoring and evaluation established and functioning
II. Specific results			
Objective 1: Contribute to the development of a partnership platform and coordinated approach to sustainable and equitable land management			
<ul style="list-style-type: none"> • Result 1.1: Enhanced mechanism for SLM dialogue and consultation at the provincial and local levels • Result 1.2: One SLM M&E system developed • Result 1.3: Efficient SLM financing mechanisms 	<ul style="list-style-type: none"> - Number of functional SLM consultation frameworks - Number of synergies identified - Reduction in transaction costs - GIS with geo-referenced information on SLM (in line with all the sub-programmes of the CPP) - 60 % of stakeholders are using the database by CPP phase 1. - Number and frequency of M&E missions - flow of resources supporting SLM and - Withdrawal rates 	<ul style="list-style-type: none"> • Review of participatory diagnostics • Review of village development plans • Review of IEC campaigns 	<ul style="list-style-type: none"> • Community acceptance of diagnostics and plans integrating environmental management aspects
Objective 2: Promote the institutional and policy contexts in view of better SLM mainstreaming			
<ul style="list-style-type: none"> • Result 2.1: Ensure that necessary institutional reforms establish a favorable framework for SLM • Result 2.2: SLM legislation are developed, coherent and enforced at all administrative levels • Result 2.3 Provide key SLM actors with the necessary capacity and competencies to ensure a participatory, decentralized and sustainable land management at all local administrative levels • Result 2.4 Management responsibility and decision making processes are fully transferred/decentralised to local community organisations 	<ul style="list-style-type: none"> - fifty (50) village development plans incorporating environmental actions/activities completed by project year 4 - fifty (50) village participatory diagnostics incorporating environmental aspects completed by project year 3 - Number of legislation/policy applied in relation to land tenure security - three (3) information/education/communication campaigns undertaken in project provinces (see component 1) - environmental education introduced into village schools (see component 1) - training in environmental governance given to officials in 30 villages (see component 1) 	<ul style="list-style-type: none"> • Field studies • Annual progress reports • Use of information system 	<ul style="list-style-type: none"> • Resistance of populations/institutions tied to customary rights of land tenure

³ Please note that the project was designed as part of GEF 3 when baseline values were not required at CEO endorsement. Baseline values will be provided during the early phase of project implementation.

Global Objective	Verifiable Indicators	Means of Verification	Risks and Assumptions
	- training in resource planning and management conducted in 60 villages, 1,000 villagers trained (see component 3)		
Objective 3: Promote integrated and equitable SLM practices based on innovation and local knowledge			
<ul style="list-style-type: none"> Result 3.1 Sustainable land use and resources management techniques based on local know-how and innovative practices promoted and diffused Result 3.2 Sustainable land and natural resources management practices adopted and replicated on a ecosystem scale Result 3.3 SLM experience and knowledge shared 	<ul style="list-style-type: none"> - 5 studies completed by PY 2 - 5 pilot PES systems identified and tested by PY 5 - 10 pilot sites for conflict resolution identified by baseline studies by PY 2 - area (in ha) where best practices are up-scaled – 10 % target by the CPP phase 1 - rate of adoption of best practices (20 % of operators) by end of phase 1 of the CPP - access to project website - number of study tours 	<ul style="list-style-type: none"> Review/field inspection of watershed management plans Field studies of management systems for common resources Field studies of alternative income activities Project website 	<ul style="list-style-type: none"> Lack of shared vision/willingness of village populations to accept watershed management Willingness of village populations to accept alternative income-generating activities
III. Detailed outcomes, outputs and activities by component			
Component 1: Participatory Decision-making and Environmental Planning			
<ul style="list-style-type: none"> enhanced mechanisms for dialogue and consultation at provincial and local level to ensure harmonization and effective participation of stakeholders SLM consultation platform reinforced individual and institutional capacities for planning and sustainable management of the lands, soils and resources of the fragile watershed ecosystems improved incentive structures for the adoption of sustainable land management practices in watershed ecosystems 	<ul style="list-style-type: none"> - 30 villages/1,800 villagers trained in integrated planning and sustainable management of community resources by PY 5 - 30 village and inter-village management committees strengthened and operating by PY 5 - SLM consultation platform at the local/provincial level established by PY 1 - 5 pilot PES systems identified and tested by PY 5 	<ul style="list-style-type: none"> Field studies Annual progress reports Synergies established 	<ul style="list-style-type: none"> Coordination with traditional institutions and territorial authorities Capacity of beneficiaries to manage resources in their areas
<i>Outputs/Activities</i>	<i>Indicators</i>	<i>Means of Verification</i>	
<ul style="list-style-type: none"> Baseline studies/inventories of communal resources Capacity building integrated resource management IEC campaigns Environmental education and ecological actions Strengthening local environmental governance 	<ul style="list-style-type: none"> - 5 studies completed by PY 2 - 30 villages, 1800 villagers trained by PY 5 - 3 IEC campaigns completed (2 by PY 3, 1 by PY 5) - Percentage of schools/students provided env. education by PY 5 - 30 village and inter-village management committees strengthened and operating by PY 5 - 20 micro-project investments co-financed by PY 5 - 5 pilot PES systems identified and tested by PY 5 	<ul style="list-style-type: none"> Review of baseline studies Annual progress reports Mid-term evaluation 	

Global Objective	Verifiable Indicators	Means of Verification	Risks and Assumptions
<ul style="list-style-type: none"> Natural resource management micro-projects (CIF) Implementing incentive mechanisms 			
Component 2: Land Tenure Security and Sustainable Land Management Incentives			
<ul style="list-style-type: none"> Innovative mechanisms for preventing and resolving land tenure conflicts identified and tested 	<ul style="list-style-type: none"> - 10 pilot sites for conflict resolution identified by baseline studies by PY 2 - 30 villages/750 villagers trained in conflict resolution by PY 5 - 8 national and 2 international study tours conducted by PY 5 - Number of conflicts reduced by 10 % by the end of the first phase of the CPP 	<ul style="list-style-type: none"> Field studies Annual progress reports 	<ul style="list-style-type: none"> Success of community dialogue on land tenure issues Involvement and support of customary institutions
<i>Outputs/Activities</i>	<i>Indicators</i>	<i>Means of Verification</i>	
<ul style="list-style-type: none"> Detailed baseline studies on land tenure issues Action/tests on mechanisms for land tenure conflicts Capacity building in land tenure conflict resolution Study tours Dissemination of the national policy/land tenure Spatial planning at provincial/communal level 	<ul style="list-style-type: none"> - 5 studies completed by PY 2 - 10 innovative mechanisms for security of land tenure tested (6 by PY 3, 4 by PY5) - 30 villages, 750 villagers trained by PY 5 - 8 national, 2 international study tours conducted by PY 5 - Dissemination to 100 villages by PY 5 - Spatial planning completed for 17 communes by PY 5 	<ul style="list-style-type: none"> Review of baseline studies Annual progress reports Mid-term evaluation 	

Global Objective	Verifiable Indicators	Means of Verification	Risks and Assumptions
Component 3: Ecological Integrity and Sustainable Management of Selected Watershed Ecosystems			
<ul style="list-style-type: none"> • Sustainable land use and natural resources management techniques based on local know-how and innovative practices promoted and diffused • Sustainable land and natural resources management practices adopted and replicated on an ecosystem scale, improving ecological integrity, economic productivity and services of the watersheds and pastoral zone 	<ul style="list-style-type: none"> - Management plans for the 5 watersheds and 1 pastoral zone prepared and being effectively implemented by PY 5 - 20 on-the-ground physical investments in watershed/pastoral zone management are co-financed and under implementation by PY 5 	<ul style="list-style-type: none"> • Field studies • Annual progress reports 	<ul style="list-style-type: none"> • Willingness of watershed village communities to collaborate in managing communal resources • Sustainability of physical investments in land and natural resource management
<i>Outputs/Activities</i>	<i>Indicators</i>	<i>Means of Verification</i>	
<ul style="list-style-type: none"> • Baseline studies of watersheds and pastoral zone • Preparation and implementation of management plans • Physical investments to support watershed/pastoral zone management plans • Capacity building resource planning and management • Innovative mechanisms for integrated management based on indigenous methods tested • Sustainable management practices for agriculture • Capacity building for alternative income-generating activities 	<ul style="list-style-type: none"> - 6 studies completed by PY 3 - 6 management plans prepared and under implementation by PY 5 - 20 on-the-ground physical investments in watershed/pastoral zone management are co-financed and under implementation by PY 5 - 60 villages, 1,000 villagers trained by PY 5 - 12 innovative mechanisms tested by PY 5 - 10 sites for sustainable agricultural practices piloted by PY 5 - Capacity building for 10 pilot villages provided by PY 5 	<ul style="list-style-type: none"> • Review of baseline studies • Annual progress reports • Mid-term evaluation 	

Global Objective	Verifiable Indicators	Means of Verification	Risks and Assumptions
Component 4: Project Organization and Management			
<ul style="list-style-type: none"> • Organization and management of project activities in order to realize local, national and global benefits 	<ul style="list-style-type: none"> - Rate of project implementation (percentage) by PY 3 and PY 5 	<ul style="list-style-type: none"> • Annual progress reports • Mid-term evaluation 	<ul style="list-style-type: none"> • Local, national and global benefits are measurable
<i>Outputs/Activities</i>	<i>Indicators</i>	<i>Means of Verification</i>	
<ul style="list-style-type: none"> • Organization and management of project activities at the local and regional levels • Functioning monitoring and evaluation system, feeding geographic information system (GIS) and the CPP • Start-up workshop, reporting, additional mechanisms for dissemination and replication 	<ul style="list-style-type: none"> - Recruitment of project personnel (natural resources management specialist, monitoring and evaluation specialist) by PY 1 - Monitoring and evaluation system in place by PY 1, feeding GIS by PY 2 - Number of workshops and dissemination mechanisms employed by PY 3 and PY 5 - Operational database on SLM techniques by the end of the first phase of the CPP - GIS with geo-referenced information on SLM (in line with all the sub-programs of the CPP) - 60 % of stakeholders are using the database by CPP phase 1. - Number and frequency of M&E missions - Establishment of land tenure information system (component 2) 	<ul style="list-style-type: none"> • Annual progress reports • Mid-term evaluation 	<ul style="list-style-type: none"> • Database frequently and timely updated • Good data collection and processing quality • Information systems are maintained and updated frequently

ANNEX B: RESPONSE TO PROJECT REVIEWS

Not applicable

ANNEX C: CONSULTANTS TO BE HIRED FOR THE PROJECT

<i>Position Titles</i>	<i>\$/ person week</i>	<i>Estimated person weeks</i>	<i>Tasks to be performed</i>
For Project Management			
Local			
SLM/NRM specialist: Project Coordinator	370	260	<p>Overall management of the GEF component. He will ensure timely planning and implementation of project activities and will be specifically responsible for:</p> <ol style="list-style-type: none"> 1. Ensure overall daily management of the project; 2. Prepare technical and progress reports 3. Prepare workplans and budgets 4. Supervise and co-ordinate project activities, in line with project outputs and outcomes, and in close collaboration with stakeholders. 5. Ensure the technical and financial coordination of the project activities 6. Draft TORs for the consultants and sub-contractors; 7. Supervise and coordinate the work of project consultants and sub-contractors; 8. Oversee the exchange and sharing of experiences and lessons learned with relevant conservation and development projects nationally and internationally. 9. Undertaking any other GEF activities that may be assigned by the Programme Coordination Unit (PMCU of the SRDP) 10. Monitor the follow up of evaluation recommendations 11. Facilitate, act as resource person, and join if required any external missions. 12. Liaise and coordinate with the CPP partners
M & E specialist	185	260	<ol style="list-style-type: none"> 1. Responsible for the implementation of Monitoring and Evaluation functions according to the M&E work plan and project Document. 2. Coordinate the preparation of all progress reports. This includes quarterly progress reports, annual project report, and ad-hoc technical reports. 3. Prepare consolidated progress reports for project management including identification of problems, causes of potential bottlenecks in project implementation, and providing specific recommendations. 4. Check that monitoring data is accurate regularly collected in a timely manner. 5. Undertake regular visits to the field to support implementation of M&E and to identify where adjustments might be needed. 6. Prepare draft TORs for mid-term and final evaluation in accordance to IFAD and GEF guidance. 7. Ensure that the GIS with geo-referenced information on SLM is in place and working (in line with all the sub-programs of the CPP) 8. Maintain continuous communication with the CPP partners towards a harmonized and consolidated monitoring of project impact 9. responsible for the implementation of land tenure information system

For Technical Assistance			
Local			
SLM specialists (3)	750	24	Perform: Environmental planning Studies / inventories Identification, design and validation of PES systems Serve as a resource persons in workshops Design and implement IEC campaigns (in collaboration/complementarities with the IFAD project)
Land tenure specialist (1)	750	18	The land tenure specialist will be responsible for: Designing innovative mechanisms/activities for preventing and resolving land tenure conflicts, and undertake a participatory process to identify pilot 10 sites for the implementation of activities by the project team.
Community mobilizing/training (3)	750	30	Will be responsible to perform participatory diagnostics of training needs and design and implement training curriculums Animate grass-root workshops with the communities
International			
Watershed management specialist	2,000	8	Will be required to backup the local team in designing and validating 5 PES systems Technical support to the planning and implementation of the 20 on-the-ground physical investments in watershed/pastoral areas
M&E/IT specialist	2,000	8	Responsible for a targeted technical to setup a GIS system and a land tenure information system. He/She will also provide targeted support to the spatial planning that will be undertaken by the SLM/watershed specialists.

A. ANNEX D: STATUS OF IMPLEMENTATION OF PROJECT PREPARATION ACTIVITIES AND THE USE OF FUNDS

Not applicable