Document of

The World Bank

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Report No: ICR00004839

IMPLEMENTATION COMPLETION AND RESULTS REPORT

TF-014806

ON A

GRANT
FROM THE GLOBAL ENVIRONMENT FACILITY

IN THE AMOUNT OF US$ 4,629,630 MILLION

TO THE

INTERSTATE COMMITTEE FOR DROUGHT CONTROL IN THE SAHEL,
SAHEL AND SAHARA OBSERVATORY, WEST AND CENTRAL AFRICA OFFICE OF IUCN

FOR THE

BUILDING RESILIENCE THROUGH INNOVATION, COMMUNICATION & KNOWLEDGE SVCS

December 15, 2019

Environment, Natural Resources and Blue Economy Global Practice
Africa Region

Exchange Rate

Currency Unit: United Stated Dollars

Fiscal Year
Effective {Jul 12, 2019})

Currency Unit:		
	=	US$1
US$	=	SDR 1

Regional Vice President:	Hafez M. H. Ghanem
Regional Integration Director:	Deborah Wetzel
Regional Director:	Ede Jorge Ijjasz-Vasquez
Practice Manager:	Maria Sarraf
Task Team Leader(s):	Philippe Eric Dardel
ICR Main Contributor:	Elikia Abraham

ABBREVIATIONS AND ACRONYMS

ACBP	Africa Climate Business Plan
AU	African Union
AUC	Africa Union Commission
AGRHYMET	Agro-Hydro-Meteorological Center (of the CILSS)
BRICKS	Building Resilience through Innovation, Communication and Knowledge Services Project.
CCSAR	Climate Change Strategy of the Africa Region
CAS	Country Assistance Strategies
CILSS	Interstate Committee for Drought Control in the Sahel
CPF	Country Partnership Framework
CPS	Country Partnership Strategy
ENRM	Environment and Natural Resource Management
EPI	Environmental policies and institutions
ESA	European Space Agency
ESP	Emerging Sahel Plan
FAO	Food and Agriculture Organization
FM	Financial Management
GEF	Global Environment Facility
GGWI	Great Green Wall Initiative
GHG	Greenhouse Gas
GOST	Geospatial Operational Support Team
ICT	Information and Communications Technologies
ICR	International Council for Research
ICRAF	International Council for Research in Agroforestry
IITA	International Institute of Tropical Agriculture
IPF	Investment Project Financing
ISM	Implementation Support Mission
IUCN	International Union for the Conservation of Nature
IUCN-PACO	International Union for Conservation of Nature's Central and West Africa Programme
M&E	Monitoring and Evaluation
MIS	Management Information System
NRM	Natural Resource Management
OSS	Sahara and Sahel Observatory
PAD	Project Appraisal Document
PDO	Project Development Objective
PIU	Project Implementation Unit
PRAPS	Regional Sahel Pastoralism Support Program
REDD+	Reducing Emissions from Deforestation and Forest Degradation
RIAS	Regional Integration Assistance Strategy
SAWAP	Sahel and West Africa Program in support of the GGWI
SDG	Sustainable Development Goals
SLM	Sustainable Land Management
SLWM	Sustainable Land and Water Management
SSA	Sub-Saharan Africa
UN	United Nations
WOCAT	World Overview of Conservation Approaches and Technologies
TLF	TerrAfrica Leveraging Fund
UNCCD	United Nations Convention to Combat Desertification
WB	World Bank

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DATASHEET

BASIC INFORMATION

Product Information

Project ID	Project Name
P130888	Building Resilience through Innovation, Communication & Knowledge Svcs
Country	**Financing Instrument**
Western Africa	Investment Project Financing
Original EA Category	**Revised EA Category**
Not Required (C)	Not Required (C)

Organizations

Borrower	Implementing Agency
Sahel and Sahara Observatory, West and Central Africa Office of IUCN	Permanent Interstate Committee for Drought Control In the Sahel

Project Development Objective (PDO)

Original PDO

The combined Project Development Objective and Global Environment Objective is to improve accessibility of best practices and monitoring information within the Sahel and West Africa Program portfolio on sustainable land use and management.

FINANCING

	Original Amount (US$)	Revised Amount (US$)	Actual Disbursed (US$)
World Bank Financing			
TF-14806	827,825	827,825	827,825
TF-14805	1,799,500	1,799,500	1,799,500
TF-14804	2,002,305	2,002,305	2,002,305
Total	**4,629,630**	**4,629,630**	**4,629,630**
Non-World Bank Financing			
Borrower/Recipient	0	0	0
Total	**0**	**0**	**0**
Total Project Cost	**4,629,630**	**4,629,630**	**4,629,630**

KEY DATES

Approval	Effectiveness	MTR Review	Original Closing	Actual Closing
04-Sep-2013	26-Nov-2013		30-Jun-2019	30-Jun-2019

RESTRUCTURING AND/OR ADDITIONAL FINANCING

Date(s)	Amount Disbursed (US$M)	Key Revisions
03-Apr-2018	3.96	Reallocation between Disbursement Categories

KEY RATINGS

Outcome	Bank Performance	M&E Quality
Moderately Satisfactory	Moderately Satisfactory	Modest

RATINGS OF PROJECT PERFORMANCE IN ISRs

No.	Date ISR Archived	DO Rating	IP Rating	Actual Disbursements (US$M)
01	19-Dec-2013	Satisfactory	Satisfactory	0
02	22-Jun-2014	Satisfactory	Satisfactory	.43
03	02-Jan-2015	Satisfactory	Satisfactory	.59
04	26-Jun-2015	Satisfactory	Satisfactory	.92
05	21-Jun-2016	Satisfactory	Satisfactory	1.85
06	20-Jun-2017	Satisfactory	Satisfactory	3.06
07	29-Jun-2018	Moderately Satisfactory	Satisfactory	4.27
08	29-Jun-2019	Moderately Satisfactory	Satisfactory	4.63

SECTORS AND THEMES

Sectors

Major Sector/Sector	(%)
Agriculture, Fishing and Forestry	**66**
Agricultural Extension, Research, and Other Support Activities	22
Forestry	22
Other Agriculture, Fishing and Forestry	22
Information and Communications Technologies	**11**
ICT Infrastructure	11
Water, Sanitation and Waste Management	**23**
Other Water Supply, Sanitation and Waste Management	23

Themes

Major Theme/ Theme (Level 2)/ Theme (Level 3)	(%)
Urban and Rural Development	**0**
Rural Development	20
Land Administration and Management	20
Environment and Natural Resource Management	**0**
Climate change	20
Mitigation	20
Renewable Natural Resources Asset Management	20
Biodiversity	20
Environmental policies and institutions	20
Water Resource Management	20
Water Institutions, Policies and Reform	20

ADM STAFF

Role	At Approval	At ICR
Vice President:	Makhtar Diop	Hafez Ghanem
Country Director:	Colin Bruce	Deborah Wetzel
Director:		Ede Jorge Ijjasz-Vasquez
Practice Manager/Manager:	Magda Lovei	Maria Sarraf
Project Team Leader:	Stephen Danyo	Philippe Eric Dardel
ICR Co Author:		Elikia Abraham

i. PROJECT CONTEXT AND DEVELOPMENT OBJECTIVES

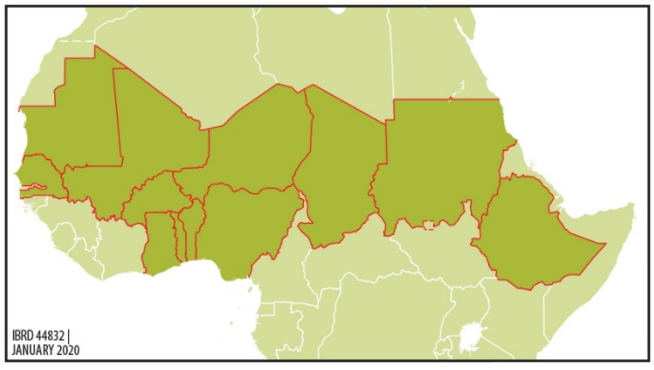
A. CONTEXT AT APPRAISAL

1. **The Sahel –** a vast, arid transitional landscape bordering the savannah to its south and the Sahara to its north – has been affected by poor land use decisions for decades. Land makes up 70% of the natural resource base, provides 70% of rural employment and 70% of energy use via fuel wood and charcoal (TerrAfrica/FAO/WB 2010). In the Sahel 83% of the population lives in extreme poverty. The UN estimates that 15 million people in the Sahel are currently exposed to food insecurity from the 2011 drought Economies and livelihoods in the Sahel and West Africa's semi-arid and humid systems heavily depend on soil, water, and vegetation cover. Land is the integrating component of all livelihoods depending on farm, forest, rangeland, or water (rivers, lakes, coastal marine) habitats. The state of these resources has been steadily deteriorating as a result of expanding human settlement and demand for more food, fodder, fuelwood, and water.

2. Improved institutional governance and evidence-based decision making is critical to scale up successes. Shifts in planning and managing adoption of improved land use practices are all highly knowledge intensive, yet countries are not fully equipped to respond to these interwoven challenges that compromise economic growth and equity. The management of natural resources is generally pursued in an isolationist, opportunistic and sporadic fashion, rarely benefiting from the experience gained on similar interventions either in the same country or in other countries with similar ecological and socioeconomic conditions. In particular, the many national institutions and sectors involved are not adequately prepared to (i) monitor natural resources or key management processes to improve management planning, including assessing adoption levels, (ii) generate or extend knowledge and data, including the capacity to effectively use knowledge on key environmental dimensions such as climate risk factors, changes in species composition, carbon pools, and the degradation of land and water resources, (iii) plan or budget strategically for scaling up proven technologies and approaches across relevant sectors, (iv) effectively respond to severe land degradation, recurring droughts and floods, and periods of food insecurity.

3. To address these issues, **12 countries** are participating in the World Bank/GEF Sahel and West Africa Program (SAWAP), which is the Bank's main support to the continent's **Great Green Wall Initiative** (GGWI). **The SAWAP objective** is to expand sustainable land and water management in targeted landscapes and in climate vulnerable areas in West African and Sahelian countries. Through the SAWAP, the Bank is supporting Sahelian and West African countries to secure more food, fiber, freshwater, and firewood while protecting natural assets in the face of climate variability and change. All 12 SAWAP projects were approved by August 2015. The approved projects included budget for participation in regional knowledge sharing and program level Monitoring and Evaluation (M&E) under the proposed regional hub project, *Building Resilience through Innovation, Communication and Knowledge Services* (BRICKS) Project.

Figure 1: SAWAP Countries



4. As part of SAWAP, the regional project on "Building Resilience through Innovation, Communication and Knowledge Services" (**BRICKS**), was a first step toward implementing the Emerging Sahel Plan. The BRICKS project operationalized the vision of Knowledge Bank, by networking the 12 SAWAP country project teams and partners working on the GGWI[1] and by providing opportunities for south-south learning, M&E tools, geospatial services, biodiversity and portfolio-wide communication. BRICKS was a relatively small grant (US$4.6 million) from the Global Environment Facility (GEF) that was meant to provide the connecting glue, under SAWAP, to 12 country projects.

5. The project addressed overall the SDGs as it aimed at providing tools to fight against land degradation, where land provides 70% of the natural resource base as stated earlier. In this manner, the project contributed indirectly, through improved action of the SAWAP projects in their respective intervention areas, to shared prosperity and poverty reduction. This GEF grant was allocated to three regional institutions: the Interstate Committee for Drought Control in the Sahel (CILSS), the Sahel and Sahara Observatory (OSS) and the West and Central Africa Office of the International Union for Conservation of Nature (IUCN). Each of these three Centers of Excellence was responsible for implementing distinct activities linked to land and natural resource management (NRM) (Box 1).

[1] **Background and Context: Overview of the GGWI, TerrAfrica, SAWAP, and the Sahel Initiative**.

- The **Great Green Wall Initiative** (GGWI) is an African initiative to transform the Sahel into a stable, sustainable, resilient region through improved management of natural resources, land, water, and climate risks. The GGWI promotes an integrated landscape approach in participating Sub-Saharan and North African countries.
- **TerrAfrica** is an African-driven global partnership program that aims to address vulnerability to land degradation and climate change in Sub-Saharan Africa (SSA) by scaling up investment in sustainable landscape management across 23 Sub-Saharan countries and convened or provided financial and non-financial assistance on all the above initiatives.
- The Bank's **Sahel and West Africa Program in Support of the GGW** (**SAWAP**) is an portfolio umbrella with 12 independent country-led investment operations financed by IDA, GEF, and trust funds, and a regional umbrella project (BRICKS). SAWAP combines a US$100 million GEF grant dedicated to support the Great Green Wall as well as other sources of funding (around US$ 1 billion) dedicated to support broader objectives of Sustainable Land Management (SLM) and related domains (e.g. agriculture and disaster risk management), to generate impact at scale in the Sahel region. SAWAP was prepared under the TerrAfrica program. The 12 countries are: Benin, Burkina Faso, Chad, Ethiopia, Ghana, Mali, Mauritania, Niger, Nigeria, Senegal, Sudan, and Togo.
- The **Sahel Initiative** was recently launched by the WB and UN, with a renewed focus on boosting the region's economic growth and reducing poverty by transforming livelihoods and landscapes in the Sahel. SAWAP is a strategic part of this effort.
- The **Pan African Agency of the GGW** is an intergovernmental organization set up under the aegis of the AU and the Community of Sahel Saharan States in 2010. It was not considered in the design of BRICKS as it was not operational at the time.

Box 1. Role of Different Institutions within the Project

The Permanent Inter-States Committee for Drought and Desertification Control in the Sahel (***CILSS)*** *was responsible for leading the Regional Knowledge Management and dissemination component*, in close collaboration with SAWAP project teams, OSS, IUCN, TerrAfrica partners, additional GGWI stakeholders such as North African countries, CGIAR centers such as the International Council for Research in Agroforestry (ICRAF) and the International Institute of Tropical Agriculture (IITA), as well as WOCAT and national institutions. To facilitate this process, CILSS will lead the best practices working group. CILSS will also host the BRICKS inter-agency PIU. Aghrymet, a specialized agency of CILSS based in Niamey, Niger, was used during project implementation.

The Sahara and Sahel Observatory (OSS) *was responsible for supporting countries and their project teams to apply M&E and geospatial tools for resources and results monitoring.* Working closely with SAWAP project teams, OSS aggregated M&E project data from SAWAP projects to allow for portfolio level results M&E. OSS carried regional monitoring work such as on changes in biological productivity in the SAWAP area of intervention. The OSS led the M&E and GIS working group.

The International Union for Conservation of Nature's Central and West Africa Program (IUCN-PACO) *was responsible for supporting countries and their SAWAP project teams on biodiversity, and communication and networking*. IUCN will lead the Strategic Communication working group.

Table 1. SAWAP Countries' Projects

Country	Project Title	SAWAP Projects Description PRO
Benin	Forests and Adjacent Lands Management (P132431 IDA/P131051 GEF)	US$ 7.56M Total (GEF: US$ 5.56M and IDA: US$ 2M) PDO: To assist the recipient in its effort to lay the foundation for a collective Integrated Ecosystem Management System for its forests and adjacent lands. Approved on March 2013.
Burkina Faso	3rd Community Based Rural Development (P129688 IDA/P130568 GEF)	US$ 93.41M Total PDO: To enhance the capacity of rural communities and decentralized institutions for the implementation of local development plans that promote Sustainable Land and Natural Resources Management and productive investments at commune level. Approved on May 2014.
Chad	Emergency Agriculture Support (P126576 IDA/P131019 GEF)	US$ 34.26M Total (GEF: US$ 9.26M, IDA US$ 25M) PDO: To support rural communities and producer organizations in increasing: (i) the production of selected crops and livestock species in selected areas of the Recipient's territory, and (ii) the use of sustainable land and water management practices in climate vulnerable ecosystems. Approved on May 17th 2012.
Ethiopia	Sustainable Land Mgt II (P133133 IDA / P133410 GEF)	US$ 107.61M PDO: To reduce land degradation and improve land productivity in selected watersheds in targeted regions in Ethiopia. Approved on November 22nd 2013.
Ghana	AF- Sustainable Land and Water Mgt (P132100 AF-GEF / P098538 GEF)	US$ 13.25M Total (GEF: US$ 8.75M; Govt: US$ 4.5M) PDO: To expand the area under sustainable land and water management practices in selected watersheds. Approved on June 17th 2014.
Mali	NRM in a changing climate (NRMCC) (P145799 IDA / P129516 GEF)	US$ 21.42M Total (GEF US$ 8.42M; IDA: US$ 12M; Govt: US$ 1M) PDO: To expand the adoption of sustainable land and water management practices in targeted communes in Mali. Approved on December 6th 2013.

Mauritania	Sustainable Land Management (P144183 GEF)	US$ 4.80 M PDO: To expand sustainable land, forest, and water management practices in targeted productive ecosystems in Mauritania using a value chain approach. Approved on August 2015.
Niger	Integrated Ecosystems Management (P132306 IDA/P143079 GEF)	US$ 44.52M Total (US$ 4.52M; IDA: US$ 40M) PDO: To strengthen the Recipient's local development planning and implementation capacities, including the capacity to respond promptly and effectively to an eligible crisis or emergency, and to improve the access of the targeted population to socio-economic services. GEF PDO: To promote sustainable land and natural resources management and productive investments at the commune level in selected areas of Niger. Approved on May 2012.
Nigeria	Nigeria Erosion and Watershed Mgt (P124905 IDA/P126549 GEF)	US$ 658.59M Total (GEF: US$ 8.59M; IDA: US$ 500M; Govt: US$ 150M) PDO: To reduce vulnerability to soil erosion in targeted sub-watersheds Approved on May 2012.
Senegal	Sustainable & Inclusive Agribusiness (P124018 IDA/P130271 GEF)	US$ 86M Total (GEF: US$ 6M; IDA: US$ 80M; Govt: In-kind) PDO To develop inclusive commercial agriculture and sustainable land management in project areas. Approved on 06 March 2019.
Sudan	Sustainable Land & Water MGT (P129156 GEF)	US$ 7.73M total (GEF: US$ 7.73M, Govt: In-kind) PDO To increase adoption of Sustainable Land and Water Management practices in targeted landscapes. Approved on March 2011.
Togo	Integrated Disaster and Land Management (P124198 GEF)	US$ 16.95M Total (GEF: US$ 9.16M; GFDRR and TerrAfrica Trust Funds: US$ 7.79M) PDO - To strengthen institutional capacity of targeted institutions to manage the risk of flooding and land degradation in targeted rural and urban areas. GEO - To expand Sustainable Land Management (SLM) in targeted landscapes and in climate vulnerable areas in Togo. Approved on Jan 2011.

Sectoral Context at the Time of Appraisal

6. **At the time of appraisal, the World Bank's objective** was to strongly support the overall GGWI and the SAWAP program-and each of the national projects under it – by promoting knowledge sharing and improving monitoring for SLM. The project contributes to the objectives included in the Bank's Africa Development Strategy, *Africa's Future, and the World Bank's Support to It* (2011). The project helps implement Pillar 2 (vulnerability and resilience) while also strengthening public sector capacity by supporting mutual learning among West African and Sahelian countries, key government teams implementing projects, and stakeholders. BRICKS also respond to the Bank's Climate Change Strategy of the Africa Region by promoting improved land use and management for both adaptation and carbon benefits.

Theory of Change (Results Chain)

7. The Concept of Theory of Change was not explicitly mentioned, nor required, in the Project Appraisal Document (PAD). Hence the proposed Theory of Change below has been prepared for the purpose of the ICR based on the rationale developed in the PAD.

8. The Heads of State of 28 countries of the region had decided to endorse the development of the GGWI and, in support of this initiative, the World Bank had an investment umbrella of 12 country operations under SAWAP, totaling an amount of US$1 billion in new financing from IDA, GEF, LDCF, SCCF, and trust funds. To move forward on this agenda, the countries identified several issues, such as the fact that many national institutions and sectors involved are not adequately prepared to (i) monitor natural resources or key management processes,

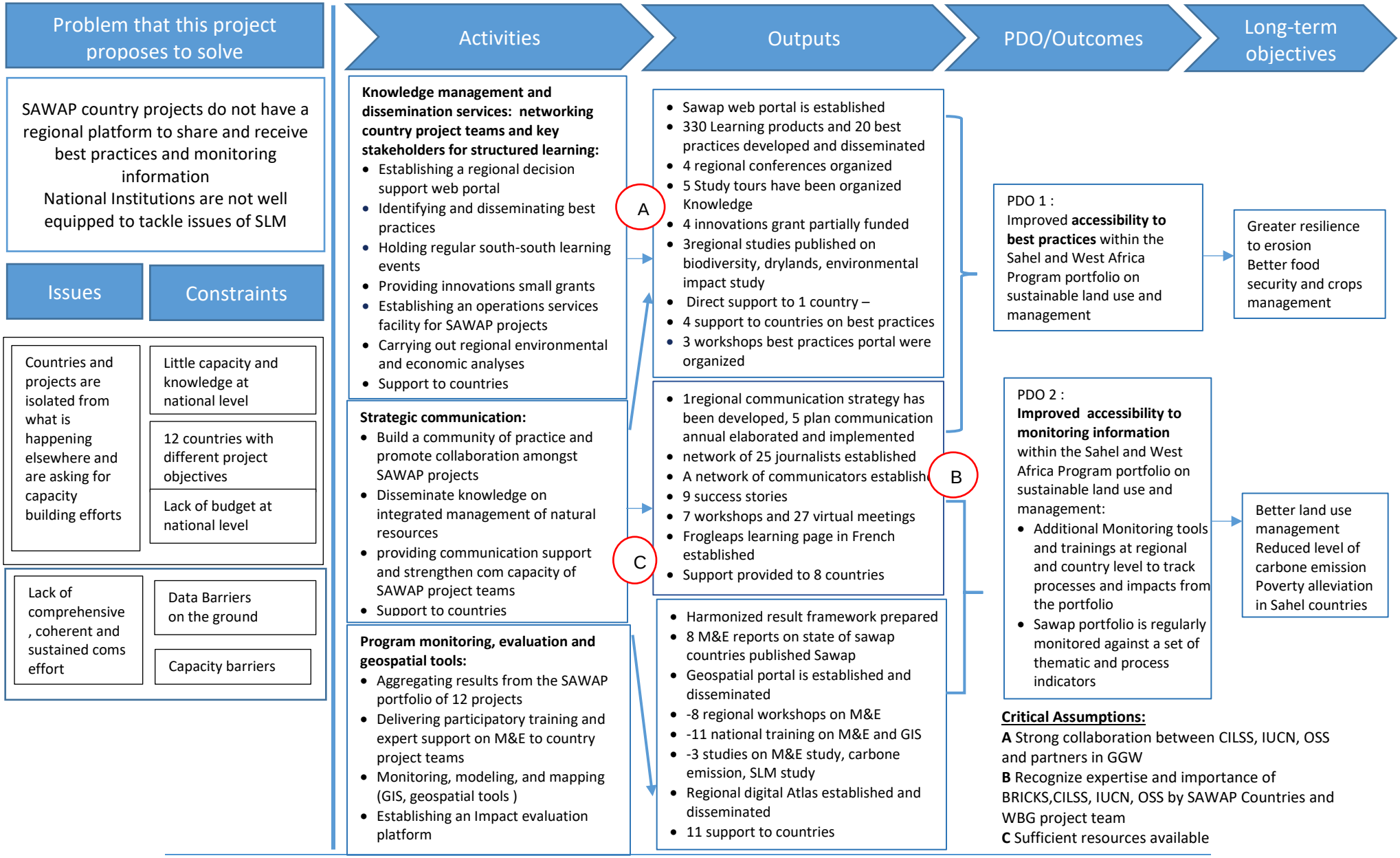
(ii) generate or share knowledge, (iii) plan or budget strategically for scaling up proven technologies and approaches, or (iv) effectively respond to and recover from recurring natural disasters.

9. Thus, regional institutions could play a much stronger role in reinforcing countries to monitor and benchmark their efforts, and to share knowledge on what works, how to scale it up and sustain the effort. There was no single regional institution covering the many sectors or themes involved, nor all the Sahelian states on any of the issues involved. As a result, a networked approach to service delivery was required, building on existing operational partnerships. Arguably, the most technically relevant regional public African institution was the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), a technical agency based in Ouagadougou, Burkina Faso, and serving member states that roughly corresponded to the current set of participating countries in the GGWI[2]. Nevertheless, regional actors needed to work together to provide coherent, pragmatic knowledge and monitoring services to countries. In particular, the Sahel and Sahara Observatory (OSS), based in Tunis, Tunisia, and the IUCN West & Central Africa office, also based in Ouagadougou, were all active in monitoring and disseminating knowledge in the region.

10. Finally, the project aimed at working through these already established regional institutions to improve accessibility of best practices and monitoring information within the SAWAP portfolio on sustainable land use and management[3].

[2] Eight out of 12 SAWAP countries are members of CILSS.

[3] "The PAD used the expression *sustainable land use and management* while a more broadly accepted expression and the related acronym are *sustainable land management* and *SLM*. Therefore, the latter acronym is used in this report unless it refers to a formal piece of text, e.g. PDO."


Problem that this project proposes to solve
SAWAP country projects do not have a regional platform to share and receive best practices and monitoring information
National Institutions are not well equipped to tackle issues of SLM
Issues
Constraints
Countries and projects are isolated from what is happening elsewhere and are asking for capacity building efforts
Little capacity and knowledge at national level
12 countries with different project objectives
Lack of budget at national level
Lack of comprehensive , coherent and sustained coms effort
Data Barriers on the ground
Capacity barriers
Activities
Outputs
PDO/Outcomes
Long-term objectives
Knowledge management and dissemination services: networking country project teams and key stakeholders for structured learning:
Establishing a regional decision support web portal
Identifying and disseminating best practices
Holding regular south-south learning events
Providing innovations small grants
Establishing an operations services facility for SAWAP projects
Carrying out regional environmental and economic analyses
Support to countries
A
Sawap web portal is established
330 Learning products and 20 best practices developed and disseminated
4 regional conferences organized
5 Study tours have been organized Knowledge
4 innovations grant partially funded
3regional studies published on biodiversity, drylands, environmental impact study
Direct support to 1 country –
4 support to countries on best practices
3 workshops best practices portal were organized
Strategic communication:
Build a community of practice and promote collaboration amongst SAWAP projects
Disseminate knowledge on integrated management of natural resources
providing communication support and strengthen com capacity of SAWAP project teams
Support to countries
C
1regional communication strategy has been developed, 5 plan communication annual elaborated and implemented
network of 25 journalists established
A network of communicators establish
9 success stories
7 workshops and 27 virtual meetings
Frogleaps learning page in French established
Support provided to 8 countries
B
Program monitoring, evaluation and geospatial tools:
Aggregating results from the SAWAP portfolio of 12 projects
Delivering participatory training and expert support on M&E to country project teams
Monitoring, modeling, and mapping (GIS, geospatial tools)
Establishing an Impact evaluation platform
Harmonized result framework prepared
8 M&E reports on state of sawap countries published Sawap
Geospatial portal is established and disseminated
-8 regional workshops on M&E
-11 national training on M&E and GIS
-3 studies on M&E study, carbone emission, SLM study
Regional digital Atlas established and disseminated
11 support to countries
PDO 1 :
Improved accessibility to best practices within the Sahel and West Africa Program portfolio on sustainable land use and management
Greater resilience to erosion
Better food security and crops management
PDO 2 :
Improved accessibility to monitoring information within the Sahel and West Africa Program portfolio on sustainable land use and management:
Additional Monitoring tools and trainings at regional and country level to track processes and impacts from the portfolio
Sawap portfolio is regularly monitored against a set of thematic and process indicators
Better land use management
Reduced level of carbone emission
Poverty alleviation in Sahel countries
Critical Assumptions:
A Strong collaboration between CILSS, IUCN, OSS and partners in GGW
B Recognize expertise and importance of BRICKS,CILSS, IUCN, OSS by SAWAP Countries and WBG project team
C Sufficient resources available

Project Development Objectives (PDOs)

11. The PDO as presented in the PAD is the same as the PDOs in the Grant Agreement of CILSS, OSS and IUCN. The PDO and the Global Environment Objective (GEO) are **to improve accessibility of best practices and monitoring information within the SAWAP Portfolio on sustainable land use and management**.

Key Expected Outcomes and Outcome Indicators

12. At approval, the project had two main outcomes "to improve accessibility of best practices within the SAWAP Portfolio on sustainable land use and management"; and "to improve accessibility of monitoring information within the SAWAP Portfolio on sustainable land use and management".

13. **PDO outcome 1:** Accessibility to best practices within the SAWAP Portfolio on sustainable land use and management has been improved
    - PDO outcome indicator 1: National team members in projects in the SAWAP umbrella reporting Satisfaction with the effectiveness of services provided by the BRICKS project (target: 80%)
    - PDO outcome indicator 3: Direct project beneficiaries (target: 1,200) of which Female beneficiaries (target: 40%)

14. **PDO outcome 2**: Accessibility to monitoring information within the SAWAP Portfolio on sustainable land use and management has been improved
    - PDO outcome indicator 1: National team members in projects in the SAWAP umbrella reporting Satisfaction with the effectiveness of services provided by the BRICKS project (target: 80%)
    - PDO outcome indicator 2: Establishment and maintenance of a regional program-level monitoring system capable of aggregating environmental change information from participating country projects (target: 11)
    - PDO outcome indicator 3: Direct project beneficiaries (target: 1,200) of which Female beneficiaries (target: 40%)

Components

15. **Component 1 - Knowledge Management (Approved: US$ 2,355,500; Actual: US$ US$ 2,139,303)**. The outcome of this component is: Operational knowledge inside and outside the SAWAP Portfolio is regularly exchanged through a regional learning hub that networks institutions and individuals that are implementing 12 country investment operations.

16. **Component 2 - Program monitoring support (Approved: US$ 1,650,000; Actual: US$ 1,443,904).** There are two outcomes from this component. First, additional monitoring tools and training are deployed at regional and country levels to track processes and impacts from the portfolio of projects. *Second*, the SAWAP Portfolio is regularly monitored against a set of thematic and process indicators.

17. **Component 3 - Project management (Approved: US$ 624,130; Actual: US$ 1,043,758).** The outcome of this component is that the management of the regional BRICKS Project is carried out efficiently and effectively.

Table 2. Project Components by agency (US$)

	OSS	IUCN	CILSS	Total
Component 1	284,500	555,940	1,309,513	2,139,303
Component 2	1,423,900	0	20,004	1,443,904
Component 3	91,000	269,971	682,066	1,043,758
Total[4]	**1,799,400**	**825,911**	**2,000,933**	4,626,244

The difference in approved and actual project costs can be explained by the fact that:

18. At CILSS, most of the expenses were allocated to conferences, south-south exchanges, and project costs. Project management costs increased CILSS as they needed to recruit additional implementation support staff. In the case of IUCN they increased the staff time of IUCN team members working on BRICKS project. These staff were not budgeted initially doing project design and were hired after prior approval by the World Bank Group. The project also reallocated US$ 100,000 from category 2 specific to small grants to category 1, *general project management*.

B. SIGNIFICANT CHANGES DURING IMPLEMENTATION (IF APPLICABLE)

Revised PDOs and Outcome Targets

19. **No change in the PDO** was made during the life of the project.

Revised PDO Indicators

20. The PDO indicators were not revised.

Revised Components

21. The components were not revised.

Other Changes

22. **A project restructuring was completed in February 2018** to reallocate US$ 100,000 from category 2, related to regional small-grants, to category 1 (general expenses) as requested by CILSS. In December 2017, it became evident that CILSS' available balance of only US$ 94,000 would have lasted until April 2018, however given project closing in June 2019 and that the anticipated additional financing did not materialize, the reallocation would allow CILSS to finalize regional studies, continue minimal project implementation and get prepared for early termination of CILSS' project activities. As a result, as only four of the ten planned sub-grants had already been approved, that figure didn't increase afterwards.

[4] Breakdown by implementing agency at approval: CILSS ($2,002,305), OSS ($1,799,500), IUCN ($827,825). Actual breakdown per agency at closing: CILSS ($2,000,9332), OSS ($1,799,400), IUCN ($825,911). For CILSS and IUCN respectively, US$ 1,371 and US$ 1,915 were lost in exchange rate. For OSS, US$ 100 is to be reimbursed to the WB Group as they were not used under the project.

Rationale for Changes and Their Implication on the Original Theory of Change

23. This change would not have affected the theory of change had there been one at project approval[5].

ii. OUTCOME

A. RELEVANCE OF PDOs

Rating: High

Assessment of Relevance of PDOs and Rating

24. **The PDO was relevant** at the time of appraisal as it contributed to the Bank's Africa Development Strategy, Africa's Future, and the World Bank's support to it. The project helped implement Pillar 2 of the Strategy (vulnerability and resilience). This strategy had been revised and updated at project closing, and the project remained relevant to the objectives of current regional strategy for Africa. Indeed, the regional update of 2019[6] aims at looking forward by: i) creating sustainable and inclusive growth; ii) strengthening human capital; and iii) building resilience. The BRICKS project directly supports pillar 2 and 3 of the new Africa regional strategy as BRICKS looks to foster inclusion and shared prosperity by improving accessibility to best practices on knowledge management and monitoring information, by strengthening the capacity of experts in the region on SLM. BRICKS also contributed to building resilience by strengthening, empowering, and enabling resilience through regional integration and data collecting. Finally, regional integration and partnerships are the foundation of the WBG engagement and BRICKS aims at fostering regional collaboration amongst the 12 SAWAP countries working in partnership with organizations like FAO, the Africa Union, the European Space Agency (ESA), and the Spatial Agency of Nigeria. The project objectives and approaches were aligned with WBG priorities at the time of appraisal.

25. The project is relevant to the new **global priorities for GEF projects**, as well as to national development strategies and policies. In addition, the project supports the Bank's new Environment Strategy which emphasizes green, clean, and resilient growth. It focuses on better management of natural resources and climate risks in production landscapes. Each of the 12 relevant World Bank country assistance strategies supported by the BRICKS operation include targeted investments under the SAWAP umbrella that address management of land, water, biodiversity, forest, climate, and natural disaster risks. A review of the WBG strategies[7] as well as those of the GEF during appraisal and completion was undertaken. This review included Country Partnership Frameworks (CPF) / Country Partnership Strategies (CPS) and key Bank strategies. It is outlined below.

[5] See the theory of change prepared for the purpose of the ICR page 8 – 10.
[6] Africa Regional Update 2019 – Eradicating poverty and boosting shared prosperity in Africa.
[7] This includes Country Assistance Strategies (CAS); Country Partnership Strategies (CPS); Country Partnership Framework (CPF); Africa Climate Business Plan (ACBP); GEF Focal Area Strategies; Regional Integration Assistance Strategy (RIAS).

Table 3. relevance of project objectives

Country				CAS/CPS Themes relevant to project	
	Validity (Fiscal Year)[8]	Document Number	Project mentioned	At appraisal	At completion
Regional strategy	1. 2013 2. 2019	Africa Regional Strategy Updated No. 121912	Yes	Regional Integration Strengthening	Regional integration strengthening Resilience to Fragility
Benin	1. 2013 2. 2019-2023	Report No 123031-BJ	Yes	Yes	(a) Strengthening of Overall Resilience to Climate Change, (b) Sustainable Management of Forest Resources and Biodiversity, (c)Program Development to Fight Coastal Erosion, and (d) Improving of the Livelihoods of Local Communities.
Burkina Faso	1. 2013 2. 2018-2023	1.Report No. 96513-BF 2.Report No.123712	Yes	Yes	Land degradation. Importance of Good Land Management
Chad	1. 2013 2. 2016-2020	1. Report No. 78692-TD 2 Report No. 95277-TD	Yes	Yes	land management in rural and urban areas
Ethiopia,	1.2013-2016 2. 2018-2022	1. Report No. 71884-ET 2. Report No. 119576 ET	Yes	Yes	Reference to weak land management and SLMP project. land tenure security and management
Ghana	1. FY 13-FY 18	Report No. 105606-GH	yes	Yes	land management
Mali	1. 2016-2019	Report No 94005ML	Yes	n/a	Reference to land management and climate change
Mauritania		Report No. 116630 -MR	Yes	n/a	
Niger	1. 2013-2016 2. 2018-2022	1.Report No.76232 NE 2.Report 123736	Yes	Yes	Reference to low productivity and land use management Niger's scarce land resources,
Nigeria	1. 2014 2010-2013	Report 82501 2. Report No.63505-NG	Yes	Yes	Reference to Nigeria SLM Project, restore degraded lands
Senegal	1. 2013-2017	Report 73478-SN	Yes	n/a	Reference to need of investment in SLM
Sudan	2015 2017	Report number: 99383-SS Report No. 120369-SS	Yes	Yes	Reference to land management. increased pressure on land and services, the environment and natural resources
Togo	1.2012-2013 2.2017-2020	1.Report No. 65874-TG 2.Report No. 112965-TG	Yes	Yes	Refers to land management that leads to erosion and intensifies climate risks, especially flooding. Emphasize the need of integrated land management.

B. ACHIEVEMENT OF PDOs (EFFICACY)

Rating: Substantial

Assessment of Achievement of Each Objective/Outcome

26. **The overall efficacy is rated substantial.** The project did improve the accessibility to best practices (outcome 1) and the monitoring of information (outcome 2) within the Sahel and West Africa Program Portfolio and on sustainable land management. Indeed, the project was able to create a network of practitioners on topic of common interest among 12 countries of the Sahel and 3 regionals centers of reference. Nevertheless, the quality, usefulness and sustainability of some outputs were questionable. Also, while the project was able to significantly meet most of its quantitative targets, there were a few activities that were cancelled or not

[8] Incudes interim strategy notes.

completed that could have contributed to the further achievement of outcomes.

Outcome 1: to improve accessibility of best practices within the SAWAP Portfolio on sustainable land use and management

27. Overall, and bearing in mind the limited budget, the project was impactful in making accessible to experts and non-experts' best practices on SLM in SAWAP project countries. For example, best practices on land management from Ethiopia's successful achievements were shared, through the SAWAP community, with farmers in the region. Hence, today in Togo, farmers use these best practices described in the "fiches" produced by BRICKS as reference to request loans from microfinance institutions.

28. After interviewing the three BRICKS institutions and the SAWAP country teams, they all highlighted the fact that BRICKS succeeded in enabling these three regional institutions to work together on activities they are known regionally to be specialized in namely SLM, biodiversity, monitoring through mapping and GIS tools and communications. 4 country projects interviewed in 4 countries (Togo, Sudan, Ethiopia, and Burkina Faso) mentioned that BRICKS succeeded in connecting and creating a network for knowledge exchange and a sense of community amongst 12 countries that are spread over a wide territory and did not exist before. Sudan, which was a post-conflict country, benefited from the technical expertise on watershed management and dune stabilization, based on best practices and a study tour in Jordan and Ethiopia. Sudan also benefited from conferences like the one in Dakar where they met partners such as JICA with whom they were granted funding for a project. The SAWAP project in Sudan also became a focal point for a worldwide forest exchange initiative (AFR), which came to provide trainings on SLM at the national level. The project in Sudan became a focal point for this organization thanks to the 3rd conference organized by the WBG and the BRICKS project in Dakar. The 4 SAWAP countries interviewed mentioned that after the end of BRICKS, they continue to share knowledge on best practices amongst themselves and continue to request support from the three BRICKS institutions.

PDO outcome indicator 1: National team members in projects in the SAWAP umbrella reporting satisfaction with the effectiveness of services provided by the BRICKS project. Target achieved at 119% in 2018[9].

29. This indicator highlights the learning opportunities and knowledge exchange platform that were successfully established amongst the 12 SAWAP countries and the 3 regional institutions. Indeed, the level of satisfaction captured by the above indicator ranged between 71% in 2016 to 95% in 2018. This indicator is an aggregate of the level of satisfaction for BRICKS projects on different themes: conferences, training workshops, learning products on best practices, south-south study trip, SAWAP web portal, monitoring & evaluation support, and communications support. While this can be used to confirm the overall satisfaction of BRICKS project beneficiaries with the overall approach and innovative aspect of the BRICKS project, it doesn't capture the cumulative level of satisfaction of beneficiaries over the life of the projects, and for each activity category of the project. For example, for an overall level of satisfaction of 95% (which actually refers to the highest rated activity category) in 2018, there was a level of satisfaction of only 83% for the conferences and trainings. This performance hides disparities and deficiencies that are mainly related to general organization, logistics, field visits and time constraints, e.g. allowing enough time for topics to be discussed.

30. **Linked indicators:**

[9] One year before the end of the project as implementation was slowing down, survey on satisfaction related to the services of BRICKS stopped. No survey was done by the project in year 2019. A survey has been conducted as part of the ICR and some of the conclusion are shared in the document. The PDO indicator 1 was not cumulative but was a percentage related to the services given by BRICKS each year. Hence this indicator did not reflect the satisfaction regarding BRICKS services over the lifetime of the project.

- Team members for each of the SAWAP projects participating in regional knowledge exchanges per year (not cumulatively). *Not achieved and not properly defined (2%)*.
- Learning products on best practices developed and disseminated. *Partially achieved (80%).*
- Regional economic/ecosystem analyses completed. *Overachieved (133%).*
- South-South learning events held. *Overachieved (183%).*
- Regional on-line decision support portal established. *Overachieved (114%).*
- Regional atlas of land degradation, climate change mitigation and adaptation, and disaster risks is prepared, integrated into portal, and updated annually. *Achieved (100%).*

31. The project extensively produced and disseminated **22 learning products out of 30** initially targeted on communications, such as the frogleaps (see section on communications below), the web portal, M&E tool kits. When asked about their satisfaction during the ICR project, SAWAP projects responded that 50% were satisfied with the portal. Beyond the overall positive level of satisfaction of SAWAP project countries, the project was able to network country project teams and key stakeholders for structured learning by:

- Establishing a regional decision **web portal**[10] that provides links to best practices (20 fiches best practices, link to geoportal, such as to pages containing SAWAP projects information);
- **Identifying 330 best practices**, of which only 20 were further developed, consolidated in a compendium of project reports, and disseminated during conferences with policy makers, shared with all 12 project team members and practitioners;
- Holding regular **south-south learning events** (over 18 workshops were held on communications, biodiversity, SLM, 4 regional conferences were organized, 5 study tours to Jordan, Ghana, Burkina Faso, Ethiopia, Senegal) on average 2 to 3 events per year at national and regional levels. Each workshop included about 100 participants from all twelve SAWAP countries and partners institutions, and an average of 5 participants per country. During these meetings, countries had the opportunity to learn from others' experiences ;
- Providing 4 competitive regional innovation small grants, none of which completed their activities by the end of the ICR. The small number of grants following the call for proposal is due to a large proportion of irrelevant submissions. The fact that none completed their activities is partly due to the fact that related sub-grant implementation was slow, therefore the grantees couldn't request the other half of funding before the deadline imposed by BRICKS closure, as well as the project's inability to pay it despite the initial commitment (see Financial Management section below);
- Establishing an operations services facility that made available an online database of national and international experts on different topics related to SLM, brokering services with regional institutions such as FAO, ESA and the Nigerian Geospatial Agency that provided in kind trainings to SAWAP countries in the context of the BRICKS project;
- Carrying out **6 regional environmental analysis** (one on biodiversity, one on resilience of drylands, one study on carbon emission, one impact evaluation of SAWAP investments in the Sahel and a regional atlas on land occupation Sahel, Sustainable Land and Water Management Study);
- Creation of thematic working groups composed of experts of CILSS, IUCN and OSS on communications, M&E and SLM which met at least once a year virtually or at the margin of conferences to discuss how to

[10] See annex 1 for visitor statistics of the SAWAP webportal in 2018 and 2019.

support the SAWAP project countries;

- Preparation and **dissemination of success stories** on activities implemented by SAWAP countries with the support of BRICKS (9 success stories were prepared and 6 were properly disseminated through conferences, workshops;
- Dedicated support, such as review of TORS or technical guidance on SLM, to countries like Togo where CILSS signed a US$ 100,000 contract for similar support; and
- Extensive strategic communications activities.

32. Through these outputs the project did **improve accessibility to best practices**. Nevertheless, the sustainability and the relevance/quality of some of these outputs remain uncertain. Indeed, the regional web portal was established in 2016 and accessible through the following link **www.SAWAP.net**. This portal was presented during the 3rd SAWAP conference in May 2016 and the 1st conference of the GGWI. 76% respondents to a survey indicated at that time that they were satisfied with the web portal and the training on how to use it. At project closing, most users said they no longer used the portal as it had not been updated since 2018. This is because the staff in charge of coordinating input from the countries were let go over a year before the end of the project due to unavailability of funds, whether under the project or other sources. Moreover, the web portal could be shut down by 2020 if CILSS does not manage to integrate the portal in its existing systems or find funding.

33. The BRICKS project provided specific support to SAWAP countries for project implementation ranging from improving the countries' communications strategy, to improving their M&E strategy, updating maps of SLM, uploading information on the regional web portal through specific trainings and more as described in annex of the document. Requests were made by countries to BRICKS during the project conferences and CILSS, OSS and IUCN would provide this support. For example, BRICKS signed a contract with the Integrated Disaster and Land MGT project in Togo to provide support in the update on the land use for environmental monitoring. BRICKS successfully delivered 2 reports and provided training to the national project on the mapping tool developed. Additionally, BRICKS provided trainings on communications to countries (see section below on communication strategy for more information) as well as trainings on how to update the web portal and more (see Annex 1 for information on country specific support provided by BRICKS and their outcomes. Most of the support provided by BRICKS to countries were appreciated by SAWAP project teams. For example, after a regional training provided by CILSS through Openvista, 72% of participants said they were highly satisfied with the overall training and 28% said they were satisfied with the training, while 76% said the training met their expectations. The BRICKS project also supported Togo on a training on protected areas management and how this links to SLM. Finally, 56% thought that the training helped them improve their ability to share information on the portal.

34. While best practices were made accessible, the number and quality could have been better. Of the 20 best practices that were produced and disseminated, a World Bank review concluded that the fiche produced by the BRICKS brought less added value than other existing "fiches" on the same topics and tended to duplicate them. One of the reviewers said, "many of the region's practitioners are probably ahead of what is mentioned in the "fiches". The reviewers also questioned the relevance of the topics chosen in some of the fiches such as "terraces gradins de konso" that may not be replicable anywhere. In this regard, even though 330 Best Practices were identified for potential finalization and dissemination, the methodology of collection and design could have been improved by working with organization like WOCAT as initially suggested in the PAD. On the other hand, while some SAWAP countries agreed with the innovative aspect of the best practices, countries like Togo

said they made technologies that used to be understood only by practitioners more accessible to others[11].

35. Moreover, regarding some studies, namely the study on the environmental impact of SAWAP investments in the Sahel, reviewers considered that the report lacked in depth analysis and that the choice of indicators, e.g. normalized difference vegetation index (NDVI) without consideration of rainfall, and the simple comparison of 3 different years (2000, 2010 and 2018 instead of pluri-annual trends/averages) were at times questionable. Reviewers considered positively the study on carbon prepared by Senegal's *Centre de Suivi Ecologique* (CSE), but that the analysis of the carbon loss due to desertification was useful but could have been further developed over more than just 2 pages. Regarding the Regional Atlas and other reports, reviewers considered that it failed to show the changes in vegetation and that the lack of clear geolocation giving the boundaries between project countries was an important element missing in the analysis. The issue of geolocalization for new projects should be considered for new bank projects to enable better assessments in the future. More information on the quality of the BRICKS projects outputs are available in annexes. In summary, the project generated products that were disseminated through a comprehensive communications strategy and direct support to countries as outlined above. Finally, the BRICKS project did not conduct an economic analysis as planned because of lack of proper planning of finances to allocate budget for study.

Linked indicators:

- SAWAP communications strategy developed and updated annually with the communications teams for the 12 country projects. *Target Achieved at 100%.*
- Activities in the BRICKS communications strategy's action plan that have begun implementation. *Target Achieved at 114%.*

36. **The communication outcomes of the BRICKS project were both innovative and impactful. Moreover, the achievements regarding the dissemination of best practices and knowledge sharing were achieved through the implementation of the project's comprehensive communication strategy.** BRICKS was one of the first World Bank projects in the sector to include communication as a sub-component of project activities. Indeed, the two intermediates indicators, namely the percentage of activities in the communications strategy that have begun implementation, exceeded the expected 80% to 95% of implementation at the end of the project. BRICKS through IUCN provided technical support for communication at regional and national levels that resulted in establishing a community of practice and promotion of collaboration among the SAWAP Portfolio. Indeed, the project established technical working groups amongst BRICKS agencies that met regularly once or twice a month in the first two years of the project including with other partners such as GGWI Panafrican Agency and the Africa Union Commission, either virtually or during the BRICKS regional conferences and communication workshops. The working groups also had 27 virtual meetings and, through webinars, teams were able to share knowledge on Facebook and Twitter accounts created and regularly updated. The Facebook page had 619 followers as of May 18,2019. The team's Twitter page that was created in December 2014 had 603 followers in May 18, 2019 with over 1,000 profile visits and 12,906 impressions from all tweets that were sent. The BRICKS improved exchanges amongst SAWAP countries and other stakeholders through the creation of a mailing group; a *trombinoscope* (members photo book); and a webpage established primarily in collaboration with the Connect4Climate team. The webpage was used until the SAWAP web portal (***www.sawap.net***) was established in 2016, where the SAWAP countries' teams uploaded best practices and success stories.

37. Finally, the BRICKS project established a regional network of communicators and journalists in 2016 that

[11] To the extent that the Togo project coordinator uses it in the context of a microfinance program on environment for NGOs as a reference to select requests for microloans.

comprised 25 people including 5 women. This group was able to communicate effectively thanks to the harmonized communications strategy established by IUCN including a communications tool kit comprised of a code of conduct for using social media, a BRICKS glossary that gave definition of key concepts related to the Great Green Wall and BRICKS, the 500 BRICKS drive produced, the 500 BRICKS promotional items that were produced and shared with SAWAP countries. During interviews with SAWAP country projects, coordinators and specialists mentioned that one of the key outcomes of BRICKS was the creation of a network that was facilitated by the creation of the different communications tools that enabled dissemination of best practices and knowledge, and simplified very technical concepts to make them accessible by non-experts for decision making. This positive outcome is confirmed by the overall level of satisfaction of country project teams with the communications activities that ranged between 85% (2016) and 100% (2018) based on surveys conducted for PDO outcome indicator 1.

38. **Based on the above, BRICKS through its communications strategy was able to build a community of practice and promote collaboration amongst project teams which helped in improving accessibility to best practices on SLM as shown by the number of learning products disseminated as described above. BRICKS strategic communications team also work with SAWAP countries to effectively disseminate knowledge on integrated management of natural resources through media outreach (press articles were released, the project communicated through radio and TV programs; advocacy (the BRICKS produced an advocacy concept paper); and other knowledge sharing platform than the sawap.net such as the** *frogleaps* **(www.frogleaps.org**). The frogleaps website is an online learning site where countries can get trainings on how to communicate effectively on topics such as climate change. The BRICKS focused on disseminating knowledge on SLM through its communications teams that facilitated the production of 9 success stories by providing templates, 20 good practices and assisted in the dissemination of these products namely through website or conferences. Finally, at project conclusion, the BRICKS project produced short animated video (https://youtu.be/Qsz5nObs7H0) illustrating the vision, main features, objectives and activities of the BRICKS Project. BRICKS provided direct support on how to improve their communications plan and strategy to SAWAP countries which increased their efficiencies to communicate. Indeed, the project organized 7 communications workshops which included communications tools and social networks on SLM for communications experts, and how to communicate project results to different target audiences. For three of these trainings that took place in Dakar (May 2016), Lome (October 2016) and Accra (February 2017) an evaluation survey was conducted and 92% of the 37 participants to these activities expressed their satisfaction with the relevance of the trainings provided. Specific support where provided to countries such as Mauritania where the BRICKS project helped design an annual communications plan for the SAWAP project, in Togo IUCN reinforced the capacity of projects for SLM, support to the revision of Burkina Faso communications strategy, and Nigeria support to TORs review.

39. While the above efforts to foster greater accessibility to best practices through communications, the project did not manage to create a network of communities sharing the same messaging amongst counterparts of the Great Green Wall, some partners chose to maintain a separate communications strategy. Moreover, some of the products such as the video produced failed to encompass most of the lessons learned at the end of the project.

Linked indicators:

- SAWAP projects reached with training on GIS tools and approaches. *Target Achieved at 100%.*
- SAWAP projects reached with training on M&E tools and approaches. *Target Achieved at 100%.*
- Activities in agreed BRICKS joint annual work program that have begun implementation. *Target Achieved at 98%.*
- BRICKS monitoring and reporting system functional and providing information on BRICKS progress. *Target*

Achieved at 100%.

PDO Outcome Indicator 3: Direct Project beneficiaries (target: 1200). Target mostly achieved at 96%. Female beneficiaries (target: 40%). Target partially achieved at 24%. All the above intermediate indicators related to activities could be linked to this outcome indicator.

40. The objective of the project was to impact about 100 beneficiaries per SAWAP countries hence the target of 1200. About 86 people per country, i.e. a total of 1152 people participated in BRICKS trainings, conferences, webinars among whom were 250 women. The BRICKS project almost fully achieved its objective of improving accessibility of best practices within the SAWAP portfolio on SLM given the number of beneficiaries impacted, and the activities completed namely the web portal, the trainings and the overall network created which were not existing before.

41. Nevertheless, some activities that were prerequisites for the best practices like the cost and benefit analysis were not conducted resulting in a lower quality of best practices documents as revealed by the feedback of users. Moreover, the technical platform of expert was established but never used. Finally, the small-grants window, which was meant to support innovations in the area of knowledge sharing and communication on SLM, had a limited outreach as only 4 projects were eventually selected for support (2 in Benin and 2 in Burkina Faso).

42. Finalists reported that they appreciated the support provided by BRICKS that enable for example the firm ECODATA to collect data on agriculture and respond on request form agriculturist on different thematic through a call center. The BRICKS project team could have chosen to focus on key activities when they saw that additional financing would not be secured from other donors and thus restructure the project at mid-term review. This would have enabled to complete all activities properly, ensure the quality and usefulness of deliverables and ensure sustainability of the outputs of the project. As a conclusion, BRICKS was, through innovative efforts, successful in establishing a network with great satisfaction of stakeholders despite a few the shortcomings previously discussed.

Outcome 2: to improve accessibility of monitoring information within the SAWAP Portfolio on sustainable land use and management.

PDO outcome indicator 1: National team members in projects in the SAWAP umbrella reporting satisfaction with the effectiveness of services provided by the BRICKS project. *Target 119% Achieved in 2018*[12].

43. This outcome was successfully achieved as the project was able to develop an innovative regional monitoring system creating harmonized indicators that monitored the outcomes of investments on SLM in 12 SAWAP countries over the same period of time. These four SLM indicators can be used for other projects. These are : i) the additional land brought under sustainable land and water management practices (SLWM) (Ha); ii) The change in vegetation cover in targeted area compared to the baseline; iii) Targeted institutions with increased adaptive capacities to reduce risks and cope with climate variability; and iv) Change in carbon accumulation rates in biomass and soils (R C/ha).

44. Additionally, the BRICKS project developed tools at the regional level such as the documentary study of existing

[12] One year before the end of the project, and as anticipated, implementation activity slowed down very significantly for IUCN and CILSS. Therefore, no survey was done in 2019. A survey has been conducted as part of the ICR and some of the conclusion are shared in the document. Furthermore, the PDO indicator 1 was not cumulative but was a percentage related to the services given by BRICKS each year. Hence this indicator did not reflect the aggregated/average satisfaction regarding BRICKS's services over the lifetime of the project.

M&E methods, a harmonized grid of M&E indicators, an M&E system manual, development of an M&E guide for monitoring and evaluating SAWAP country projects in 2016 and 2017 (see detailed list in Annex 1). BRICKS implemented services to improve SAWAP country projects' capacity at the national level on M&E, GIS, remote sensing, the EXACT and the GEF tracking tools, to monitor for example greenhouse gas (GHG) emissions, biophysical changes in land use, and management systems. Hence, BRICKS, mainly through OSS, and with the support of CILSS, IUCN and other experts and institutions (e.g. FAO, IRD, GEF, Tetratech, NASA and USAID), delivered 9 regional workshops on M&E related issues and tools, including on the development of a harmonized regional M&E framework, a knowledge exchange on M&E for the SAWAP program in Benin, and a final workshop to take stock of the M&E work done under BRICKS.

45. On M&E support, the yearly satisfaction surveys confirmed the beneficiaries' positive satisfaction (the percentage of people satisfied ranging from 76% to 92%). During interviews, Sudan, Togo, and Ethiopia project coordinators all mentioned the usefulness and quality of the trainings provided on M&E, the EXACT tools and GEF tracking tool that helped to better monitor carbon emissions and update GEF reports. Moreover, Sudan had been recovering from crisis and needed support to collect national data which the BRICKS project provided be helping to design the national M&E framework.

46. Country support: BRICKS provided direct support to countries through trainings at the national level, 11 national trainings to all countries were carried out except for Togo where a contract had already been signed with CILSS for similar services. National support was based on country demands and were fully funded by countries except for the expert mobilized by BRICKS. National trainings GIS, remote sensing, EXACT tools, and participants that included practitioners, decision makers and managers understood the importance of using geospatial tools for SLM monitoring. SAWAP countries were also trained on how to collect data, compute these data and how to aggregate these data for the M&E of SAWAP projects. Methodologies on how to integrate and estimate carbon using the exact tool, NDVI and other derived products were transferred. On the one hand countries like Togo when interviewed, mentioned that the trainings provided by BRICKS, allowed staff to become more competitive on the labor market. OSS through BRICKS provided ongoing support for the technical review of TORs, providing data, and supporting project implementation and completion processes. OSS signed contracts directly with Niger for the evaluation of carbon sites and with Mauritania for M&E support.

47. The BRICKS project created a database of all the existing geospatial data and tools available at regional and national levels. Prior to setting up this database, BRICKS conducted a diagnostic study and all the results have been included in a document available on the BRICKS geoportal (http://BRICKS.OSS-intra.org:8080/geoBRICKS/srv/eng/main.home). The geoportal was launched in May 2016 at the margin of a regional conference hosted by BRICKS in Senegal. The geoportal was initially created to serve as a public-domain regional data platform that would help decision making regarding the Great Green Wall. The portal would serve as a one stop shop for geospatial data and to help estimate the portfolio's contribution to climate change mitigation. A review by expert of the geoportal and other geospatial tools available on this portal such as the regional digital atlas, geospatial data such as geological maps, hydrography, vegetation cover, the reviewer concluded that the geoportal contains datasets that are relevant for the situation on the ground at a specific point in time (land cover in 2000, 2005, 2010) but it does not provide datasets that show the change that happened between these years. It was mentioned that the platform should offer regional data platform to provide near real-time remote sensing data and analyses in appropriate formats to country project teams on the ground. Our review of the platform did not find such data to be available to the users. Additionally, it was discussed that not all data are available on the geoportal unless there is a prior request.

48. Regarding the database that was set up for each country, it seems to be composed exclusively from already existent data collections and not of data generated specifically for this country exercise/analysis. The only original dataset built for this project is the OSS developed Land Cover datasets, "La cartographie d 'occupation du sol", developed from Landsat 30m imagery over 2015 and 2016. Moreover, the datasets collected are from different sources, different resolutions, and different years, ranging from 1983 to 2016, thus a simple visual comparison of the data between two dates or from two different datasets can be misleading, if the users do not have a good understanding of the technical differences of each spatial output. While the datasets are a good asset by themselves, in the context of each country project they must be further analyzed in order to produce useful information and truly inform decisions, through outputs such as: land cover change detection, increase in population, CO2 quantity in a certain area, etc.

49. Each country received a training on how to use their web portals and national portals were created for each country and landcover maps, were prepared for each country and ULC dataset of 10m resolution for Ghana, Mali, Senegal, and Soudan. These data were not all available on the website although OSS confirmed that it could be made available by applying through the website for these data. These maps were included in different studies like the study conducted by OSS on carbon and reviewers pointed out the lack of geolocalization and identification of borders between countries. One lesson learned is that projects should insist on having geocoordinates of its intervention areas and locations. OSS also produced a regional Atlas and institutions could play a much stronger role in reinforcing countries to monitor and benchmark their efforts, and to share knowledge on what works, how to scale it up and sustain the effort.

PDO outcome indicator 2: Establishment and maintenance of a regional program-level monitoring system capable of aggregating environmental change information from participating country projects. *Target 109% achieved.*

50. In 2015 OSS organized a regional meeting where a harmonized M&E framework for the 6 countries was designed and the countries were trained on how to measure the different data and share these data. An online database was established where countries could share all the data that had been agreed as follows: i) PDO Indicator 1- The additional land brought under sustainable land and water management practices (SLWM) (Ha); ii) PDO Indicator 2- The change in vegetation cover in targeted area compare to the baseline; iii) PDO Indicator 3- Targeted institutions with increased adaptive capacities to reduce risks and cope with climate variability; and iv); PDO Indicator 4- Change in carbon accumulation rates in biomass and soils (R C/ha). Intermediate indicators were also agreed upon. The Africa Union requested the harmonized M&E framework to replicate elsewhere as a best practice. The project developed an online platform where countries could provide their data for consolidation. Nevertheless, some countries like Ethiopia found the data collection system was not functional all the time, hence they continued sending their data out of the system.

51. At the end of the project, the datasets are not available anymore on the website and thus are not updated regularly and maintained properly. Some countries, while interviewed, mentioned that the harmonized indicators identified during the BRICKS project could serve as core indicators for all new projects to be prepared for SLM. Finally, an impact evaluation platform was not established as expected.

Linked indicators:

- Guidelines developed and disseminated on data standardization and reporting procedures for SAWAP project M&E teams. Target 100% Achieved.

- Country projects providing timely M&E reports to regional level M&E system. Target 100% Achieved.
- SAWAP Portfolio monitoring and reporting system functional and providing information on SAWAP Portfolio progress. Target 100% Achieved.

52. An anticipated product from this work was the preparation of the biannual reports on SAWAP portfolio M&E, twice a year until 2018. These documents contain a lot of data. However, as they focus more on general trends in the whole region despite late efforts to examine SAWAP project intervention areas in selected countries, they don't add much value to what already exists and provide limited guidance to decision makers on SAWAP portfolio as such. Consistent with earlier comments on the data sets, this is further amplified by weak interpretation of the data and maps presented, the choice of uninformative indicators (NDVI alone), and the general presentation of the data (series of annual maps that don't capture change trends over time).

Justification of Overall Efficacy Rating

53. The overall rating of this section is substantial. Indeed, the project created a network of communities, experts and institutions, and improved accessibility to best practices and monitoring information. Though there were a few activities that could were not executed as planned, the projects were able to gain significantly from the networking, monitoring and information shared throughout the life of the project.

C. EFFICIENCY

The overall rating of this section is substantial.

Assessment of Efficiency and Rating

54. The overall rating of this section is substantial. The economic analysis of the PAD described the project's benefits only qualitatively, in terms of expected reduced costs for the 12 country teams to carry out and participate in key knowledge intensive activities. This section provides the results of an ex-post Cost-Effectiveness Analysis and Incremental Cost Analysis for the GEF funds. Annex 4 presents these analyses in detail.

55. **Cost-Effectiveness Analysis.** The analysis compared the unit costs of the BRICKS project with those of other regional and national projects with components on knowledge management, training, and monitoring support[13]. It showed that the BRICKS' GEF cost average of US$0.4 million per country is lower than that of the other projects, which varies from US$0.6 million to US$6.3 million per country. When the analysis is extended to include the project's co-financing in addition to the GEF funds, the average cost for BRICKS (US$1.5 million per country) is in the same range with that of the other projects. Overall, the analysis indicates that the project was cost-effective.

56. **Incremental Cost Analysis.** At appraisal, the incremental cost analysis assumed a baseline scenario with a cost of US$10 million, and a GEF support of US$4.6 million. Almost 100 percent of this grant was disbursed at completion. In addition, co-financing of about US$13.6 million was leveraged from other sources, i.e. in-kind contributions of the three agencies, and financial contributions from SAWAP individual projects and from TFL. This led to a co-financing ratio of 2.9:1—substantially higher than the 2.2:1 expected at appraisal. Through its focus on knowledge generation, networking, and communication, the project contributed primarily to the focal area of Land Degradation, by improving the countries' capacity for reducing land degradation (e.g. through active knowledge sharing through web portals, learning events and study tours); and of Climate Change Mitigation, by improving the understanding of carbon stocks conservation and evaluation (e.g. through sharing carbon

[13] These are the *Regional Governance and Knowledge Generation Project* (P118114) in Egypt, Lebanon, Morocco, Tunisia, West Bank and Gaza (US$3 million); *Climate Adaptation and Mitigation Program for Aral Sea Basin* (P151363) in Tadjikistan, Uzbekistan (US$12 million); and *Nigeria Scaling Up Sustainable Land Management Practice, Knowledge and Coordination* (P109737) (US$0.8 million).

evaluation tools, developing land cover atlas, mapping). Despite these achievements, some project targets remained underachieved (e.g. number of direct beneficiaries reached, share of women in total direct beneficiaries).

57. The project took some time to disburse. This has been partly attributed to the fact that the implementing agencies such as CILSS where not fully accustomed with Bank procedures and initially faced constraints in mobilizing staff. Overall, the BRICKS entities managed to do more than expected with the amount allocated to each entity. For example, CILSS managed to sign a contract of US$ 100, 000 with Togo under BRICKS and OSS leverage additional 1,9 million on its project. One may question whether the amount allocated for the project in the light of its diverse scope of activities supporting a US$ 1 billion portfolio was appropriate, despite the previous cost-effectiveness analysis.

58. Available human and financial resources and inputs were economically converted to results until the end of the project. The financial and human resources of the Project were reasonable and used in an efficient manner.

Implementation efficiency:

62. While overall execution of the project went well and yielded good results, planning during implementation could have been better managed to efficiently use resources. As anticipated, a large portion of project costs went into conferences, south-south exchanges, and project management costs. Project management costs increased CILSS as they needed to recruit additional implementation support staff. In the case of IUCN, they increased the staff time of IUCN team members working on BRICKS project. These staff were not budgeted initially and were hired after prior approval by the World Bank. Project management costs at closing was 22 percent compared to the 10 percent budgeted even with CILSS no longer implementing one year before closure. The reallocation of $100,000 from the sub-grants to project management would eventually impact the project's ability to deliver on the intended number of sub-grants. Annex 3 provides a comparison between project costs at approval and closing.

D. JUSTIFICATION OF OVERALL OUTCOME RATING

63. Relevance is rated as high, efficacy as substantial, and efficiency as substantial, therefore the overall outcome rating is Moderately Satisfactory. While the project was not able to complete all the activities and outcome sustainability is sometimes uncertain, there was worthwhile and impactful networking amongst the SAWAP projects.

E. OTHER OUTCOMES AND IMPACTS (IF ANY)

Gender

64. The project did not specifically aim at closing gender gaps. Indeed during the project, no specific strategy was designed or implemented to better include women. Meanwhile, the project included, as a core indicator, the number of project beneficiaries, of which female, at the time of project design. To measure this indicator, the project tracked the number of females from SAWAP project countries, both at regional and national levels, that participated in SAWAP conferences. Hence, 24% out of 1152 direct project beneficiaries were women. While the project could have developed more communication tools to encourage women to participate in BRICKS events, as discussed for instance during the May 2017 ISM in Accra, this percentage actually reflects the small proportion of women that are part of country project teams.

Institutional Strengthening

65. Institutional strengthening refers firstly to the Clients (i.e., the BRICKS agencies), then to the capacity of SAWAP related institutions, both at regional level and national/project level, that received support from BRICKS. Hence, under Component 1 and 2 activities, the capacity of project implementing units at national and regional level was indeed strengthened. Additional staff with technical experience in communication and M&E were hired to support CILSS, IUCN and OSS. At OSS, the geospatial consultant was hired to continue working for OSS after BRICKS closure. OSS's capacity was also strengthened as it benefitted from Burkinabe M&E experts' experience. Also, as the collaborations (or community of practices) that were established among these implementing agencies reinforced their existing technical knowledge as they shared experience.

66. Broader communities of practices involving SAWAP teams and stakeholders were established, which also contributed to strengthen their technical knowledge by sharing experience. In addition, the project partnered with Senghor University in Burkina Faso to provide trainings on protected area management to SAWAP countries. Some SAWAP countries received diplomas after two years of study and practice. Others received 9-month course certificates. This strengthened national capacity on SLM..

Mobilizing Private Sector Financing

67. The private sector was not directly targeted in the project.

Poverty Reduction and Shared Prosperity

68. The project addressed overall the SDGs as it aimed at providing tools to fight against land degradation, where land provides 70% of the natural resource base, with a population that remains dominantly rural, poor, and vulnerable to environmental/economic incidents. In this manner the project contributed indirectly to shared prosperity and poverty reduction by improving the technical capacity on SLM related project teams to support rural populations who depend heavily on land for their livelihoods. In the long term, by improving SLM techniques in the SAWAP countries, this will lead to better food security and crops management, reduced level of Carbone emission and, thus, Poverty alleviation in Sahel countries.

Other Unintended Outcomes and Impacts

69. There were no unintended outcomes and impacts.

iii. KEY FACTORS THAT AFFECTED IMPLEMENTATION AND OUTCOME

A. KEY FACTORS DURING PREPARATION

70. The project built on the existing SAWAP country projects portfolio. It was designed after most of the SAWAP national project were designed or approved (except for Mauritania), bearing in mind that SAWAP projects were diverse in scale, geography and scope, including beyond rural SLM *per se* (e.g. agriculture, disaster risk management or urban land management).

71. The overall project objectives were realistic when it comes to sharing knowledge among the 12 SAWAP countries and providing regional support for harmonized M&E. However, the related activities, as described

in the PAD, may have been over-ambitious for the available project budget, if not the implementation timeframe.

72. While a limited provision was made under the project to support SAWAP countries' participation in BRICKS activities, the project was designed with the assumption that country projects would contribute to the cost of regional services. However, being designed separately, SAWAP country projects didn't have a dedicated budget line. Therefore, it is during implementation that this approach was confirmed pragmatically between the agencies and the projects. Furthermore, some countries faced challenges in this regard due to national regulations on direct contracting with regional entities (e.g. Togo).

73. The project design was innovative yet complex, with three institutions with three different mandates implementing one regional project and many activities to conduct separately while building a regional network – and with a relatively small budget (US$ 4.6M). With twelve countries and multiple collaborating development partners, the project design did not fully consider the challenges in coordination and defining the role of each stakeholder in the beginning. The BRICKS agencies estimate that it took them two years to fully understand the different expected deliverables and how the three organizations could work together. The priority focus on supporting the SAWAP project teams/practitioners as the main targeted audience, did, however, help in that regard.

74. Initially designed to be implemented over four years, BRICKS was eventually approved for six in order to take into account the different timeframes of the SAWAP projects. The proposed interventions and budget remained unchanged, with most of the activities to be conducted during the first four years while the last two years would essentially deal with monitoring.

75. A regional committee was established for the project, but with only an advisory role and not an overseeing one, e.g. to clear the project's annual work plans and priority investments. This small project also did not set up any technical committee that could have provided additional guidance and reviewed the final products.

76. The result framework included indicators on the level of satisfaction of beneficiaries that did not clearly define the themes to be evaluated and the methodology to evaluate them. This was not further detailed in the M&E manual as the agencies eventually designed it. Some targets proved unrealistic and were not properly aligned with the budget and disbursement schedule, considering the expected low activity during the last two years. Finally, the definition of some PDO and intermediate indicator led to different interpretations (See M&E section below).

77. **Risks.** The risks identified in the PAD were overall adequate for the project although more consideration could be given to fiduciary risk given CILSS' unfamiliarity with implementing World Bank financed projects. The project also did not identify well enough the risk related to the potential lack of interest from country projects in the leverage that could come for their activities from the regional level, although this didn't materialize substantially. While the political risks manifested and could not be mitigated against, they minimally impacted project implementation.

B. KEY FACTORS DURING IMPLEMENTATION

(i) Factors Subject to Government and/or Implementing Entities Control

78. The project became effective on November 25, 2013 a month and a half after signing on October 15th, 2013.

79. Key to the project outcomes was the commitment of all three agencies.

80. The SAWAP Project teams had an important turnover of staff initially, which affected continuity of early activities. During implementation, CILSS's lack of experience with World Bank's procedure and weak project/treasury planning affected concluding activities, in particular once AF perspectives became unlikely. There were limited financial shortcomings (see financial management section below).

(ii) Factors Subject to World Bank Control

81. The project required various sets of expertise such as M&E, geospatial tools, SLM and communication. In the first two years, the project started with support of Bank experts in these domains. But the geospatial and the M&E experts stopped being involved, as the project relied on two international organizations and a regional center of excellence with recognized expertise, who, in addition, hired technical staff and were encouraged to mobilize specialized institutions (e.g. WOCAT on SLM). However, these agencies noted that extra support from Bank experts could have helped to improve effectiveness and outcomes. This should be considered against the budget allocated to Bank support for GEF project implementation (see Quality of Supervision below).

82. The involvement of the respective World Bank TTLs of SAWAP country projects to SAWAP/BRICKS events generally remained low during BRICKS preparation and implementation, with some exceptions (e.g. Ethiopia and Ghana). The main factor relates to their unavailability. Their greater involvement could, in turn, have improved the systematic incorporation of BRICKS related activities in SAWAP projects' planning, budgeting and monitoring systems.

83. The perspective of a funding gap already emerged at the beginning of the project. With most activities designed and budgeted for 4 years despite a project duration of 6 years, combined with early implementation delays (project disbursement was 19% in June 2015) and additional costs (extra staff to accelerate implementation), the actual cost of the project activities exceeded the approved amount. AF from GEF was then considered as the main option to address the issue. However, this perspective disappeared in mid-2016 (see below). Therefore, while looking for alternative sources of AF, the main scenario then became to get prepared for closure and, if necessary, conclude the project with only the most critical/useful activities. This scenario reached further prominence as several SAWAP projects started closing and, while several SAWAP countries expanded SLM investments through either new projects or AF (e.g. Ethiopia, Nigeria and Ghana), none designed them taking into consideration possible regional activities, nor linking them with either "GGWI" or "SAWAP". Finally, efforts to mobilize AF from other sources eventually failed for different reasons in each case, but were basically affected by the facts that, at that time, the project still few attractive outcomes to show, while some donors showed little appetite for just filling a "funding gap".

(iii) Factors Outside of the Government and/or Implementing Entities Control

84. **The political unrest in Burkina** led to the destruction of IUCN offices in Ouagadougou, loss of financial data by IUCN, while support missions were conducted virtually. The proposed contract between IUCN and Mauritania for country specific services under BRICKS was cancelled.

    GEF initially indicated the perspective of AF to expand BRICKS's activities (as suggested in the PAD). The project teams expressed strong expectations in that regard as soon as the 2014 SAWAP Conference in Addis Ababa, and planned activities accordingly. However, this perspective was abandoned in 2017 following changes GEF's new management's priorities. This has affected project conclusion.

I) BANK PERFORMANCE, COMPLIANCE ISSUES, AND RISK TO DEVELOPMENT OUTCOME

A. QUALITY OF MONITORING AND EVALUATION (M&E)

Rating: Moderately satisfactory

M&E Design

85. Overall, original M&E framework for the BRICKS project proved generally relevant for this particular kind of interventions but there were some weaknesses in the design. For instance, it did not specify how the *outcomes* in terms of improved accessibility to best practices or monitoring information would be measured beyond the beneficiaries' satisfaction and the number of outputs or participating people. Also, at the beginning, a formal assessment of available data on SLM, best practices and monitoring information, as well as related priority needs, was not available, although related knowledge that was generally accessible from, e.g. the TerrAfrica partnership, the WOCAT network and FAO's and IUCN's work. This was partly addressed during implementation[14]. For some intermediate indicators, definitions were given that led to different interpretations, e.g. what defines a regional knowledge exchange or a learning product on best practices. In addition, the methodology for computing the first PDO indicator (beneficiaries' satisfaction) could have been more transparent by having it anonymously collected from users through an automated survey system rather than self-administrated by the clients. Finally, some indicators were not cumulative (e.g. beneficiaries' satisfaction rating, number of team members participating in regional knowledge exchanges), i.e. they were to be measured and considered independently every year. As a result, aggregated targets for these indicators could not be captured at the end of the project.

86. This intermediate level target on the number of SAWAP project team members (including related partners and stakeholders) participating in regional knowledge events, i.e. 100 per country and 1200 in total every year, may have looked relevant under a project focusing on knowledge and using *inter alia* web based tools to reach out to more people. However, it later proved unrealistic given the scale of resources deployed and as the focus narrowed down on supporting the project implementation units' staff. Hence the target was never achieved during implementation.

87. Also given the project's limited budget and the volume of activities, the project relied on information provided remotely by SAWAP country teams, with possible limitations in terms of accuracy, completeness and quality control. Larger M&E resources and a smaller number of activities/indicators, could have improved the quality of M&E during implementation.

[14] Indeed, to address this, one of BRICKS' first tasks was to collate all documentation available on best practices from the SAWAP countries like Ethiopia and Niger. Also, the early regional meetings gave the opportunity for BRICKS agencies to discuss with SAWAP project teams and stakeholders on related issues and priority needs.

M&E Implementation

88. The project M&E design dealt with technical assistance activities with outputs that were measured by completion of most tangible activities as described earlier. Data were not collected for the project during the first year, while project teams were finalizing the M&E manual. Additionally, for the first intermediate indicator, the data was not collected as non-cumulative the first two years, but the methodology was corrected later. Similarly, for the number of direct projects beneficiaries, there was some double-counting. Accordingly, in 2017, the three institutions changed their methodology for monitoring. However, the project targets were not redefined when indicators were reviewed. Finally, satisfaction surveys were not conducted during the first year of implementation, nor on the last year (due to limited activity). More importantly, they were over rated as 2 to 5 outputs were being evaluated for certain themes, but it is the value of the highest level of satisfaction that was reported instead of, e.g. the average. Finally, some learning products were reported that were not truly learning products, as the definition in the PAD left room for interpretation.

M&E Utilization

89. The M&E system was used to collect information on the progress on reaching the targets of the BRICKS indicators. The first level of monitoring was done by the technical leaders of the activity and the second level was done by the M&E specialist. The M&E data were used to improve the curricula of activities and the support provided by the BRICKS institutions, record the achievements, feed the discussions at strategic level to adapt the project for upcoming challenges, and provide feedback on the operational issues.

Justification of Overall Rating of Quality of M&E

90. The overall M&E activities are rated moderately satisfactory considering the weaknesses described above, in particular on PDO level indicators (Beneficiaries' satisfaction).

B. ENVIRONMENTAL, SOCIAL, AND FIDUCIARY COMPLIANCE

91. "Safeguard and Fiduciary Compliance": The project was classified as a Category C with no potential negative environmental impacts found. The ICR team reviewed the project implementation documentation, including procurement plans, and confirmed that the activities had no physical footprint and during implementation, the project maintained low environmental risk rating.

Financial Management.

92. During preparation, the FM risk was rated as moderate and a financial management plan was prepared to ensure that all three agencies would have the capacity to implement the project. The project accountant and internal auditor for all three agencies was employed June 2014, i.e. with slight delays considering the requirements of the project legal covenants (one month after effectiveness).

93. **Financial Management at CILSS**: During the implementation period, the FM performance of the project was mostly rated satisfactory. During the last two years of the project, it was rated moderately satisfactory, because of concerns over CILSS' ability to complete remaining activities due to cash constraints.

94. Category 2 - Sub-grants Restructuring: In 2018, the project was restructured for reallocation of funds among disbursement categories. 100,000 USD was reallocated from category 2 (sub-grants) to category 1.

95. Outstanding balance of sub-grants not paid (US$ 24,040): Of the US$ 100,000 allocated to sub-grants after restructuring, US$ 57,407 was committed, and US$ 33,368 was paid to beneficiaries. At the project closing date, an outstanding amount of US$ 24,040 was not paid to the beneficiaries.

96. The ICR mission found that the beneficiaries did not meet the eligibility criteria for the payment of the sub-grants balance (e.g. completing a proportion of the agreed activities and submitting the related documentation and the request for the next tranche by April 2019), the works were not finalized by the closing date and the payments made to beneficiaries were not fully justified by the closing date. The lack of justification led to a qualified opinion in the 2017 and 2018 external auditors report.

97. In addition, the beneficiaries did not claim their remaining balance. However, the beneficiaries' capacity to fulfill their obligations, might have been impaired by CILSS' cash constraints towards the end of the project. CILSS mentioned that it informed the beneficiaries that it would not be able to pay the remaining balance of the sub-grants because of cash constraints.

98. Cash allocated to sub-grants seems to have been used on project management expenses. For example, project management expenses of US$ 25,019 were mistakenly posted under sub-grants category. CILSS will need to repost those expenses on the category 1.

99. **Financial Management (FM) at IUCN**: During the implementation period, the FM performance of the project was mostly rated satisfactory. During the last year of the project, the financial management was rated moderately satisfactory because of expenses pre-financed on IUCN resources. The situation was fully regularized before the closing date. The final audit issued a clean opinion on project financial statements**.** IUCN had justified all expenses at the end of the project.

100. **Financial Management at OSS:** Overall, there has not been any significant issue in FM for OSS, which had justified all expenses at the end of the project. The FM rating was kept as satisfactory throughout the life of the project until closure. During preparation, the FM risk was rated as moderate and a financial management plan was prepared to ensure that OSS have the FM capacity to implement the project given its prior experience with donors funded projects and WB financed projects such as the MENA DELP. The FM arrangements were critical to the success of the operation and disbursements arrangements were adequate with the project design. They consisted mainly of having an adequately staffed Financial Directorate within the OSS, a computerized accounting system, a sound internal control with a manual of procedures the quarterly IFRs and an independent external audit. The IFRs were submitted on time and with the required level of quality, as were the project financial statements and the annual audit reports. The annual audited financial report was produced an independent auditor member of the Tunisian Public Accountant Organization and provided detailed information on operational policies, disbursements, repayment, and derogation from project procedures with stated explanations. The objective of this audit report was to ensure the grant funds were used in compliance with the financing agreement and to highlight any material internal control conditions that may affect the quality of the

project's financial statements. The FM procedures were applied consistently by OSS throughout the project life and did not pose any major challenges to OSS.

101. **Procurement**. Each implementing agency oversaw procurement activities. The initial assessment of the project during preparation rated the procurement risk as moderate. During implementation, the overall procurement rating was satisfactory. Some delays in procurement of activities and failure to update the procurement plan or using STEP appropriately led to downgrading the project's procurement rating to moderately satisfactory. OSS' procurement implementation was considered satisfactory. A procurement plan was available and approved from 2015 until the end of project..

C. BANK PERFORMANCE

Rating: Moderately satisfactory

Quality at Entry

Quality at entry is rated moderately satisfactory.

102. Supporting established regional/international agencies, that were recognized in their respective domains, to implement BRICKS, was a relevant choice for the Bank. The Bank provided quality support to the Client for BRICKS preparation (ensuring their active contribution to the process, and consulting other relevant partners, e.g. AUC and NGOs), technical design (e.g. appropriate focus on selected regional services that do add value under subsidiary principles, specific targeting of project teams and related practitioners, who are critical but often missed by similar initiatives), institutional design (e.g. the governance framework considering the limited resources vs. the transaction costs of regional activities), and risk analysis. During preparation, with an ambitious design, 12 participating countries and a US$ 4.6 million grant, the project was approved for an envelope equivalent to 4 years of implementation. However, the approval of some SAWAP country projects was delayed (e.g. Mauritania was approved in 2015), therefore the project duration was shifted from 4 to 6 years in order to remain aligned with overall SAWAP timeline - with 4 years for implementation of most activities and 2 years for supervision. This decision to extend the timeframe contributed, along with other factors to difficulties during implementation (see Key Factors that Affected Implementation and Outcomes above). Also, the design and the menu of possible activities may have been unnecessarily complex and ambitious for such a small grant.

Quality of Supervision

103. As indicated earlier, and due to their work load, the involvement of the WB TTLs of SAWAP country projects in BRICKS activities generally remained low during BRICKS implementation. Their greater involvement could, in turn, have guided the more systematic incorporation of BRICKS related activities in SAWAP projects' planning, budgeting and monitoring systems. Indeed, given the financial limitations of BRICKS, SAWAP projects were expected to contribute to the cost of related activities. This materialized only partly. As a result, even though country needs for support were then identified, a low percentage could be addressed. Other factors did contribute to this, such as the choice made by related country teams to get support from other channels.

104. The project did not insist on having all procurement requests included in the procurement systems but rather provided clearances outside of the procurement system (Procys, then STEP). The project gave the responsibility of BRICKS M&E supervision to CILSS considering their long experience in donor funded projects, despite CILSS' limited familiarity with WBG project implementation.

105. The project teams conducted two implementation support missions a year until 2015, after which only one physical support mission was conducted a year, followed by virtual missions about six months after. Indeed, for projects in amount lower than US$ 5 million, only one implementation support mission is required a year. Interaction also occurred during regional/international meetings on similar topics[15] and specific technical missions (e.g. on Communication). More supervision budget would have been needed to provide guidance on project output quality (e.g. geoportal and map design) or considering some the difficulties experienced by the CILSS (the supervision budget allocated for GEF projects is in the range of US$ 60K annually).

106. A Mid-Term Review, which is not required for projects lower than US$ 5 million, was not considered relevant as the project was progressing satisfactorily at the time. Nevertheless, in the context of financing gap and M&E issues, the project could have been restructured to revise targets beyond the reallocation of resources between expenditure categories that was made for CILSS (e.g., on participation numbers for regional knowledge events as well as for the Year 6 targets of non cumulative indicators).

Justification of Overall Rating of Bank Performance

Rating: moderately satisfactory.

107. The rating is based on the weaknesses in ensuring fiduciary arrangements of the project as well as supporting the clients in addressing M&E deficiencies. The bank could also have insisted on implementing the mitigating measures. Hence, despite a history of donor funded projects, CILSS had little experience of WBG projects. Measures could have included more relevant trainings for its fiduciary and coordination team on WB procedures, and closer guidance.

D. RISK TO DEVELOPMENT OUTCOME

108. This project was prepared with the overall goal of coordinating, monitoring and sharing of best practices between SAWAP projects and, as such, the implementation period was consistent with the closing date of some of those projects. Others were extended or received additional financing and, therefore, will lose access to some of the project's outputs such as the sawap.net portal and the regional monitoring evaluation system, as they may no longer be maintained beyond 2020. The SAWAP portfolio is properly monitored, nevertheless the lack of funding at the project closing has affected project activities completion and, therefore, their impact, namely the subgrants.

[15] Such as the SAWAP Conferences, BRICKS workshops (e.g. on M&E and Communication), the UNCCD COPs, AU's Africa Drylands Weeks, and TerrAfrica Executive Committee meetings.

II) LESSONS AND RECOMMENDATIONS

109. The BRICKS project highlights **the importance of regional approaches** to support NRM efforts, such as here in the case of the GGWI where the aim is to restore landscapes at scale in the Sahel. Hence, the BRICKS project set up a harmonized M&E framework that comprises 4 key indicators that could be used in future SLM related operations[16]. This framework was adopted for the implementation of new USAID supported projects. It was used by the AU to inform the development of a broader M&E framework for all GGW operations. BRICKS' regional activities also confirmed the practitioners' dire need for information, guidance and exchanges on relevant analysis and experiences in other similar countries. They also illustrated the importance of joint advocacy efforts to mobilize resources at scale and galvanize action up to senior policy levels, e.g. at the 2016 Dakar GGW/SAWAP conference.

110. **Overall, regional projects need to be better funded in order to achieve their goals. The institutional model should include the regional activities at national level.** During project implementation, BRICKS assessed country projects' needs for regional support, but could only implement about 30% of the support requested, partially because of the lack of financing, whether from the BRICKS' limited budget or from the SAWAP projects. Regional services are costly and time consuming, therefore dedicated budgets should be considered under national projects. Therefore, as illustrated by other regional operations (e.g. the West Africa Coastal Areas Program [WACA] and the Regional Sahel Pastoralism Support Program [PRAPS]), future regional operations should consider including both the regional component and national components under one project. The national annual work plans would include activities to be undertaken at regional level. Also, as done under the West Africa Agricultural Productivity project (WAAP) and PRAPS, national projects could actually contribute to the budget of the regional project. Finally, implementation support budgets should also be appropriate.

111. **Improving monitoring of intervention related biophysical changes at regional level**: The regional component was necessary to provide aggregated data on, and monitor the environmental impact of investments made in SAWAP countries at regional level. Nevertheless, it was difficult to monitor progress on vegetation changes because of **lack of geolocation of intervention areas** and availability of historical data/maps at the time of project preparation/start. Obtaining related information during project implementation also proved challenging. Hence, at preparation or early stage, country projects should more precisely define and geolocate intervention areas. In addition, vegetation changes take time to fully emerge, often after project conclusion. Project M&E system should be designed so that monitoring changes in the intervention areas continues beyond project conclusion. Similarly, as discussed with the BRICKS teams during implementation, relevant partners/institutions, including the WB, should **develop standard protocols for project M&E to do the same more systematically**.

112. Also, to ensure the quality of M&E using geospatial tools, project should include relevant experts to assist implementing agencies throughout project implementation.

113. **Managing the broad scope of the SLM agenda:** the scope of the SAWAP country projects with regards to SLM was diverse (e.g. Nigeria project dealt purely with soil erosion with an urban lens, the Togo one, flood risks, and other ones, agriculture). While this is typical of SLM and reflects the countries' respective priorities, it

[16] These indicators are : i) the additional land brought under sustainable land and water management practices (SLWM) (Ha); ii) The change in vegetation cover in targeted area compare to the baseline; iii) Targeted institutions with increased adaptive capacities to reduce risks and cope with climate variability; and iv) Change in carbon accumulation rates in biomass and soils (R C/ha).

created constraints for regional entities to tailor activities and services for each country. A recommendation would be to restrict the thematic scope of regional SLM operations based on priorities set by the participating countries for the regional level.

114. **Moreover, BRICKS supported 12 countries that communicated in two different languages** (English and French). This increased costs of meetings, publications and related translation services. It also reduced the pool of experts that could be mobilized as they needed to be fluent in both languages. Some anglophone countries like Ethiopia found the language was a barrier for them to use some of the new tools. One could be tempted to divide or phase regional operations according to these different languages. However, there is much cross-fertilization to be gained by facilitating exchanges between English and French speaking countries (e.g. as illustrated recently with Nigeria on Niger's success with the practice of Farmer Managed Natural Regeneration). Therefore, project budgets should reflect related needs.

115. **Communication for development proves to be a critical feature of NRM interventions,** whether to inform policy makers, promote practitioners' networking and capacity building, improve awareness and galvanize efforts across the board, and reach out to a large number of beneficiaries. NRM projects should allocate resources explicitly and design effective communication approach and tools.

116. **Exit strategies for web based tools:** When designing projects that include the creation of portals, exit strategies for sustainability of the digital platforms should be considered. Towards that, one may stay away from creating the tools linked essentially to a time-bound, World Bank funded program (e.g. SAWAP with sawap.net) and, instead, house it within the core structure of a single institution (e.g. CILSS).

117. **Project scope and institutional design**: **The BRICKS project was an innovative project** that created a network between 12 African countries that were able to share best practices amongst themselves for the first time. Moreover, it enabled three Centers of Excellence to work together. However, considering various limitations that the project faced (e.g. transaction costs, capacity requirements, demand from non SAWAP projects and partners, and continuity of action beyond project closure) and drawing from other regional operations, **one could consider alternative designs and set ups for similar regional frameworks**: simpler design to reduce complexity and costs (including by mobilizing regional institutions individually), smaller and more consistent geographic groupings, improved alignment with established regional governance systems, offering the regional services to more than one specific program such as SAWAP, and partnering with other MDBs/donors (financial flexibility, larger impact, and synergies).

118. Considering the nature of the interventions (with an effect, mostly indirect, of regional knowledge management services on behavioral changes at national/local levels), the development outcomes of these interventions at country level, including their institutional and economic benefits, remain hard to assess. While this falls outside the scope of the regional project's PDO and results framework, it would be useful to better document this, for instance for decision makers' and partners' attention in order to make the case for adequate financing. Towards this, M&E activities would deserve increased resources.

ANNEX 1. RESULTS FRAMEWORK AND KEY OUTPUTS

A. PDO Indicators

Objective/Outcome:

- improve accessibility of best practices within the Sahel and West Africa Program portfolio on sustainable land use and management.
- improve accessibility of monitoring information within the Sahel and West Africa Program portfolio on sustainable land use and management.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
National team members in projects in the SAWAP umbrella reporting satisfaction with the effectiveness of services provided by the BRICKS project	Percentage	0.00 09-Aug-2013	80 30-Jun-2019		n.a 95% (May 2018) 30-Jun-2019

Comments (achievements against targets): Overachieved (119%)
Using a survey instrument, this indicator tracked the extent to which SAWAP members of national project teams and other participating country project stakeholders who were participating in BRICKS activities were satisfied with the knowledge and monitoring services provided or facilitated by the BRICKS project. To inform the indicator, a satisfaction survey was conducted with the twelve SAWAP countries. The last survey was conducted in May 2018.

Objective/Outcome: improve accessibility of monitoring information within the Sahel and West Africa Program portfolio on sustainable land use and management.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Establishment and maintenance of a regional program-level monitoring system capable of aggregating environmental change informationfrom participating country projects	Number	0.00 09-Aug-2013	12 30-Jun-2019		12.00 30-Jun-2019

Comments (achievements against targets): Achieved (100%)
This indicator measures the degree to which the regional program-level monitoring system was operational and being maintained via a proxy of the number of the 12 SAWAP country projects that are reporting on environmental change indicators. These indicators included: carbon storage in biomass and soil, GHG emissions from changes in land use and management, changes in land degradation patterns, land cover changes, net primary productivity, biodiversity enhancements, and water resources availability or quality. All 12 countries have reported on their M&E socio-economic regional level data since 2018.

Objective/Outcome:

- improve accessibility of best practices within the Sahel and West Africa Program portfolio on sustainable land use and management.
- improve accessibility of monitoring information within the Sahel and West Africa Program portfolio on sustainable land use and management.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Direct project beneficiaries	Number	0.00 09-Aug-2013	1200 30-Jun-2019		1152.00 30-Jun-2019
Female beneficiaries	Percentage	0.00 09-Aug-2013	40 30-Jun-2019		24.00 30-Jun-2019

Comments (achievements against targets): Mostly Achieved for direct project beneficiaries (96% l) and partially achieved for female beneficiairies (60%)
The actual achieved was derived from the incremental number of people that benefitted from BRICKS project services or activities.

A.2 Intermediate Results Indicators

Component 1: Knowledge management

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Team members for each of the SAWAP projects participating in regional knowledge exchanges per year	Number	0.00 09-Aug-2013	1200 30-Jun-2019		22.00 30-Jun-2019

Comments (achievements against targets): Not Achieved (2%)
This indicator tracked the number of SAWAP national project team members (e.g. project staff, consultants, and other participating country project stakeholders) that were participating in BRICKS-supported regional knowledge exchanges. These exchanges included activities such as study tours and special training and exchange sessions for practitioners and policymakers on key topics, which were aimed at reinforcing communities of practice to implement activities related to themes addressed by the SAWAP portfolio. It was not cumulatively monitored and assumed that other participants, along with the SAWAP project teams, would participate in events. The project only counted the number of team members that participated in conferences and not all the stakeholders hence the final number of 22.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
	Number	0.00	30		22.00

Learning products on best practices developed and disseminated		09-Aug-2013	30-Jun-2019		30-Jun-2019

Comments (achievements against targets): Partially achieved (80%)
At the time of closing the clients reported 27 learning products but could only demonstrate 22.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Regional economic/ecosystem analyses completed	Number	0.00 09-Aug-2013	3 30-Jun-2019		6.00 30-Jun-2019

Comments (achievements against targets): Overachieved (133%)
The six analyses include:
- Biodiversity and Great Green Wall study conducted by IUCN in 2017
- Contribution to the World Bank Resilient Drylands Study in 2015
- Carbon study by OSS in 2018
- Sustainable Land and Water Management Study by OSS in 2019
- Regional atlas on land occupation by OSS
- Impact evaluation study on investment of SAWAP countries in the Sahel by CILSS

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
South-South learning events held	Number	0.00 09-Aug-2013	12 30-Jun-2019		22.00 30-Jun-2019

Comments (achievements against targets): Overachieved (183%)
This indicator measures the number of BRICKS-supported south-south learning events convened to enable the 12 SAWAP project teams to exchange experiences on topics of mutual concern. Each country project financed under the SAWAP umbrella has a budget for participating in regional SAWAP knowledge exchanges. The total number of south-south exchanges was 22.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
SAWAP communication strategy developed and updated annually	Yes/No	N 09-Aug-2013	Y 30-Jun-2019		Y 30-Jun-2019

with the communication teams for the 12 country projects					

Comments (achievements against targets): Achieved (100%)
The communication strategy provided an overview of communication objectives and activities at various levels and it identified primary and secondary stakeholders, main communication channels and indicators. The BRICKS communication strategy will be one contribution to the broader GGW communication work being elaborated by various international partners. The first communication plan was prepared in 2015 and was updated once per year.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Activities in the BRICKS communication strategy's action plan that have begun implementation	Percentage	0.00 09-Aug-2013	80 30-Jun-2019		91.00 30-Jun-2019

Comments (achievements against targets): Overachieved (114%)
These activities were overseen by the BRICKS working group on strategic communication. Through this action plan, BRICKS aimed to reinforce the engagement of the SAWAP project teams in knowledge generation and dissemination activities and in the creation of the learning and networking platform.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Regional on-line decision support portal established	Yes/No	N 09-Aug-2013	Y 30-Jun-2019		Y 30-Jun-2019

Comments (achievements against targets): Achieved (100%)
The portal was linked to each of the 12 SAWAP projects' information systems. The portal (*www.sawap.net*) was launch in 2017. The Geoportal was launched in May 2016 and currently contains metadata, data and analysis covering several topics of SAWAP interest: Regional and national land cover map; data of climate change; land degradation maps; rainfall and temperature analysis maps, etc. This Geoportal is continuously updated.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Regional atlas of land degradation, climate change mitigation and adaptation, and disaster risks is prepared,	Yes/No	N 09-Aug-2013	Y 30-Jun-2019		Y 30-Jun-2019

integrated into portal, and updated annually					

Comments (achievements against targets): Achieved (100%)
The regional atlas was done in December 2018 and disseminated in January 2019. It is based on existing datasets generated through past and on-going initiatives. It is includes GHG fluxes from land use and management, climate risks such as drought, and links to other databases, early warning systems, water resource monitoring systems, and mapping resources in the region that would be useful for national project teams and regional teams.

Component 2: program monitoring support

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
SAWAP projects reached with training on GIS tools and approaches	Number	0.00 09-Aug-2013	11 30-Jun-2019		11 30-Jun-2019

Comments (achievements against targets): Achieved (100%)
This indicator measures the number of SAWAP project teams that are trained on GIS tools and approaches which are used for analyzing and reporting on project activities, and for supporting investment decisions to scale up improved practices. Nationals trainings were organized in Sudan (October 2015), Ethiopia (February 2015), Senegal (April 2017), Chad (April 2016), Niger (July 2017), Benin (November 2017), Mali (November 2018), Nigeria (May 2019), Ghana (May 2019), Mauritania (October 2019), Burkina Faso (2019)

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
SAWAP projects reached with training on M&E tools and approaches	Number	0.00 09-Aug-2013	11 30-Jun-2019		11 30-Jun-2019

Comments (achievements against targets): Achieved (100%)
This indicator measures the number of SAWAP project teams that are trained on applying M&E tools and approaches, with an emphasis on assessing biophysical change such as vegetation cover, soil health, biodiversity indicators, and carbon flux in land use and management systems. Nationals trainings were organized in Sudan (October 2015), Ethiopia (February 2015), Senegal (April 2017), Chad (April 2016), Niger (July 2017), Benin (November 2017), Mali (November 2018), Nigeria (May 2019), Ghana (May 2019), Mauritania (October 2019), Burkina Faso (2019).

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
	Yes/No	N	Y		Y

Guidelines developed and disseminated on data standardization and reporting procedures for SAWAP's project M&E teams		09-Aug-2013	30-Jun-2019		30-Jun-2019

Comments (achievements against targets): Achieved (100%)
These procedures, in the form of guidelines and best practice notes for example, allowed each of the country projects to report relevant data and results from their project M&E systems to the regional level. This in turn allowed for benchmarking and portfolio level reporting on comparable indicators. A number of these shared indicators at the country project level were IDA core indicators, GEF tracking tool indicators, and TerrAfrica program indicators.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Country projects providing timely M&E reports to regional level M&E system	Number	0.00 09-Aug-2013	11 30-Jun-2019		12.00 30-Jun-2019

Comments (achievements against targets): Achieved (109%) This aggregated data allowed for portfolio-level progress and portfolio-wide learning. Since 2018 all 12 countries were reporting their M&E socio-economic data to the regional level, though not always timely.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
SAWAP portfolio monitoring and reporting system functional and providing information on SAWAP portfolio progress	Yes/No	N 09-Aug-2013	Y 30-Jun-2019		Y 30-Jun-2019

Comments (achievements against targets): Achieved (100%)
In total 8 reports were developed from 2015 to 2019.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Activities in agreed BRICKS joint annual work program that have begun implementation	Percentage	0.00 09-Aug-2013	80 30-Jun-2019		78.00 30-Jun-2019

Comments (achievements against targets): Mostly Achieved (98%)
Not all activities were executed as discussed in the ICR.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
BRICKS monitoring and reporting system functional and providing information on BRICKS progress	Yes/No	N 09-Aug-2013	Y 30-Jun-2019		Y 30-Jun-2019

Comments (achievements against targets): Achieved (100%)
This indicator tracked whether the BRICKS monitoring, and reporting system was operational and delivering information on the implementation progress of the BRICKS project itself (as opposed to the SAWAP portfolio).

Annex 1b. Key Outputs by Component

Objective/Outcome 1: Improving accessibility of best practices within the SAWAP Portfolio on sustainable land use and management	
Outcome Indicators	1. National team members in projects in the SAWAP umbrella reporting satisfaction with the effectiveness of services provided by the BRICKS project 3. Direct Project beneficiaries (target: 1200) 4. Female beneficiaries (target: 40%)
Intermediate Results Indicators	1. Team members for each of the SAWAP projects participating in regional knowledge exchanges per year (not cumulatively) 2. Learning products on best practices developed and disseminated 3. Regional economic/ecosystem analyses completed (6) 4. South-South learning events held (14) 5. SAWAP communication strategy developed and updated annually with the communication teams for the 12 country projects 6. Activities in the BRICKS communication strategy's action plan that have begun implementation 7. Regional on-line decision support portal established 8. Regional atlas of land degradation, climate change mitigation and adaptation, and disaster risks is prepared, integrated into portal, and updated annually
Key Outputs by Component (linked to the achievement of the Objective/Outcome 1)	**Component 1: Knowledge management** • Regional web portal has been established: *www.sawap.net* • A sharing and decision support tool • Content supply and animation of the portal until the end of 2018 • •Social Media Publishing: www.facebook.com/sawapbricks • 330 "cards" best practices identified and 20 Best practices produced and disseminated (800 copies including 500 in French and 300 in English) • South-south learning events, training, and periodic study tours: 5 study tours (Burkina, Ethiopia, Senegal, Jordan, Ghana)

	• Competitive regional innovation grants (4 small grants (US $ 51,847 total) to competitive regional innovations: Benin (2), Burkina Faso (2) • 6 Regional environmental economic analyses • 1 drylands study
Objective/Outcome 2: Improving monitoring of information within the SAWAP Portfolio on sustainable land use and management	
Outcome Indicators	1. National team members in projects in the SAWAP umbrella reporting satisfaction with the effectiveness of services provided by the BRICKS project 2. Establishment and maintenance of a regional program-level monitoring system capable of aggregating environmental change information from participating country projects 3. Direct Project beneficiaries (target: 1,200) 4. Female beneficiaries (target: 40%)
Intermediate Results Indicators	1. SAWAP projects reached with training on GIS tools and 2. SAWAP projects reached with training on M&E tools and 3. Guidelines developed and disseminated on data standardization and reporting procedures for SAWAP project M&E teams 4. Country projects providing timely M&E reports to regional level M&E system 5. SAWAP portfolio monitoring and reporting system functional and providing information on SAWAP portfolio progress 6. Activities in agreed BRICKS joint annual work program that have begun implementation 7. BRICKS monitoring and reporting system functional and providing information on BRICKS progress
Key Outputs by Component (linked to the achievement of the Objective/Outcome 2)	**Component 2: Program monitoring support** • Aggregating and benchmarking results, and supporting M&E systems • Participatory training and expert M&E support • Monitoring, modeling, and mapping • Impact evaluation platform • Geoportal

Table 4. Data on level of satisfaction of participants to different communications workshops.

Dated	Theme	Location	Number of participants	% of satisfaction
2014	Communication Experts Workshop	Ouagadougou, Burkina Faso	50	Not evaluated
Feb 15 - 17, 2015	Communication Experts Workshop	Addis Ababa, Ethiopia	11	85%
May 5, 2016	The communication tools (sidelines of 3 rd Conference Sawap	Dakar, Senegal,	14	92%
October 3 - 7, 2016	Sustainable Land and Water Management in SAWAP Countries: Issues, Challenges and Local Strategies	Lome, Togo	34	87%
February 13 - 16 , 2017	Web 2.0 collaborative tools : a new opportunity for remote cooperation.	Accra, Ghana	43	80%
July 17-21 , 2017	Regional workshop on the communication of project results to different audiences	Niamey, Niger	47	84%
May 07 to May 10, 2018	Training Workshop on Planning and Implementing a Communication Strategy	Khartoum, Sudan	40	92%

Table 5. Data on workshops on knowledge exchange

	Designation	Number of participants
1	1 st Sawap Conference : 19-22 March 2014 in Ouagadougou	95 including 26 women
2	2 nd SAWAP Conference : 18-19 February 2015 in Addis	93 including 16 women
3	3 rd SAWAP Conference : DAKAR / SENEGAL, 02-07 MAY 2016	99 including 17 women
4	4 th Conference Sawap : 8-10 May in Accra	86 including 19 women
5	Regional Training Workshop on Documentation and Dissemination of Good Practices for the Sustainable Management of Natural Resources Acquired in the Implementation of SAWAP Projects : Cotonou, 9-12 November 2015	32 including 4 women
6	Regional Validation Workshop on the "Compendium of Best Practices for Sustainable Land Management for Dissemination" - SAWAP / IGMVSS Ouagadougou, July 12 and 13 , 2016	33 including 6 women
7	Training in change management: BRICKS / SAWAP portal : 5 sessions (Ouaga, Benin, Accra, Dakar and Addis)	25 of which 1 woman
	Total	**463 of which 89 are women**

Figure 2. Statistics of visitation of the www.Sawap.net website in November 2019 (at the end of the project).

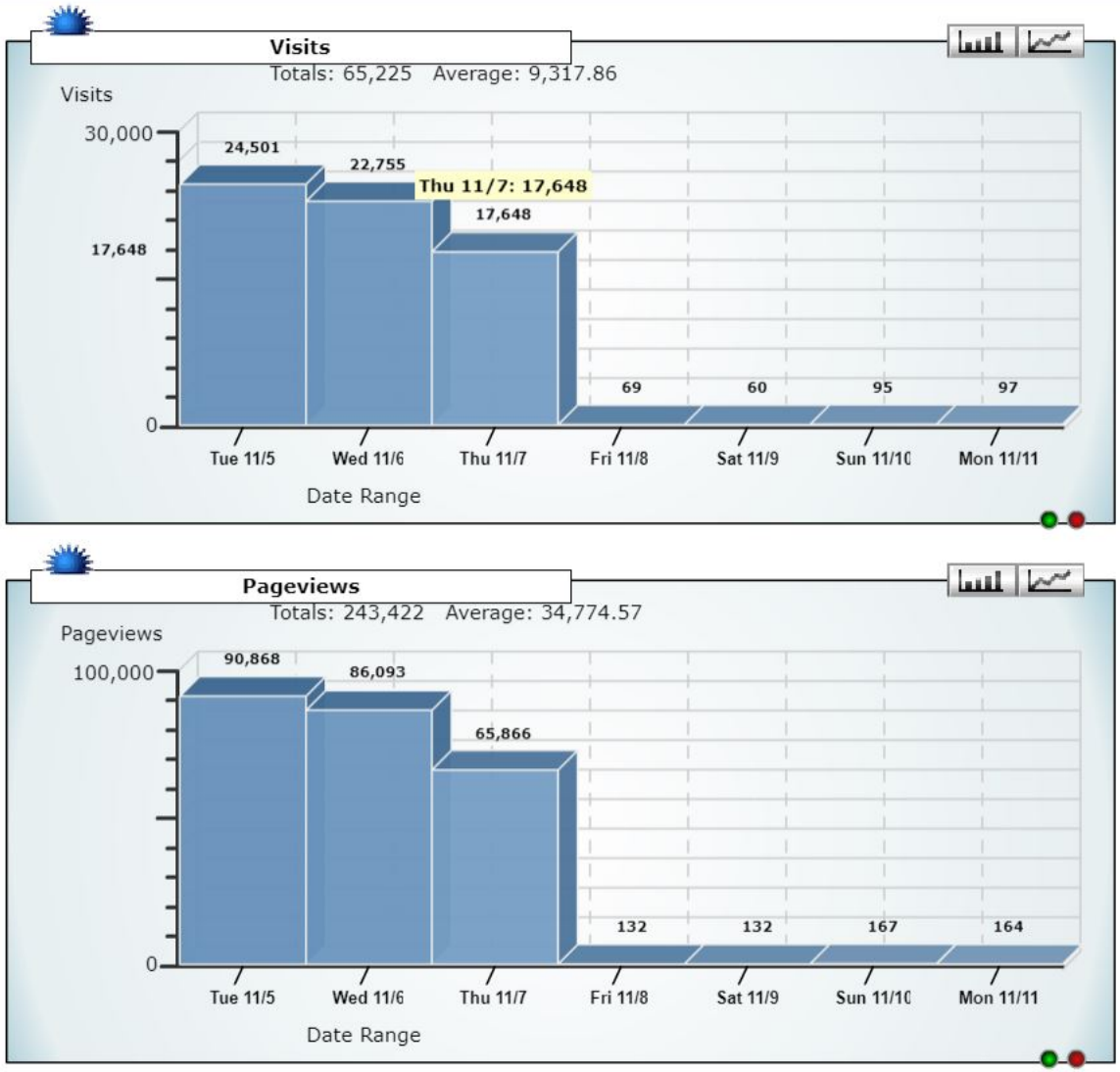
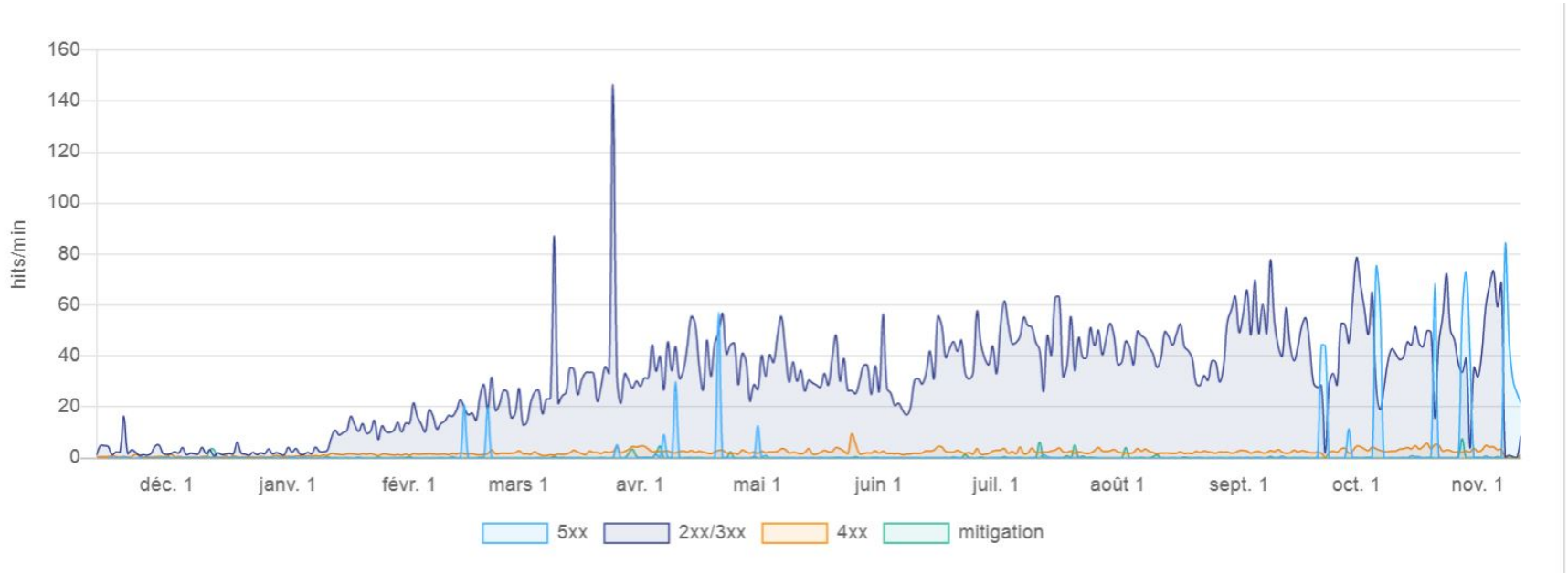


Figure 3. Statistics of visitation of *www.sawap.net* website between December 218 to November 2019.



ANNEX 2. BANK LENDING AND IMPLEMENTATION SUPPORT/SUPERVISION

A. TASK TEAM MEMBERS

Name	Role
Preparation	
Stephen Danyo	Task Team Leader(s)
Edith Atioumoutio Zannou Tchoko	Financial Management Specialist
Aurore Simbananiye	Team Member
Svetlana Khvostova	Social Specialist
Yasmina Oodally	Team Member
Supervision/ICR	
Philippe Eric Dardel	Task Team Leader(s)
Bourama Diaite	Procurement Specialist(s)
Maimouna Mbow Fam	Financial Management Specialist
Virginie A. Vaselopulos	Team Member
Tracy Hart	Team Member
Suzane Kabore Rayaisse	Team Member
Madjiguene Seck	Team Member
Rahmoune Essalhi	Team Member
Varalakshmi Vemuru	Social Specialist
Grazia Atanasio	Environmental Specialist
Moustapha Ould El Bechir	Team Member
Shirley Foronda	Team Member
Mehdi El Batti	Team Member
Ousseni Bougma	Team Member
Yasmina Oodally	Team Member
Sandrine Egoue Ngasseu	Team Member

A. STAFF TIME AND COST

Stage of Project Cycle	Staff Time and Cost	
	No. of staff weeks	US$ (including travel and consultant costs)
Preparation		
FY13	3.059	116,842.61
FY14	.891	42,935.68
Total	**3.95**	**159,778.29**
Supervision/ICR		
FY14	1.742	46,643.07
FY15	15.549	88,701.60
FY16	8.081	118,756.10
FY17	.477	37,665.06
FY18	7.525	88,722.45
FY19	8.875	68,937.16
Total	**42.25**	**449,425.44**

ANNEX 3. PROJECT COST BY COMPONENT

Components	Amount at Approval (US$M)	Actual at Project Closing (US$M)	Percentage of Approval (US$M)
Component 1 - Knowledge management	2.36	2.14	88
Component 2 – Program monitoring support	1.65	1.44	87
Component 3 - Project management	.62	1.04	168
Total	**4.63**	**4.62**	**98**

ANNEX 4. EFFICIENCY ANALYSIS

Economic Analysis

The BRICKS project delivered several outputs, including: 1 regional monitoring system for SAWAP program, 27 learning products, 3 ecosystem-related studies, 18 South-South learning events, 1 communication strategy, and 12 country reports on M&E systems. Because its activities are related to knowledge management, communication, and program monitoring support, the project is not amenable to a quantitative cost-benefit or financial analysis. The PAD described the project's benefits only qualitatively, in terms of expected reduced costs for the 12 country teams to carry out and participate in key knowledge intensive activities. This section provides a Cost-Effectiveness Analysis of the project and an Incremental Cost Analysis for the GEF funds.

Cost-Effectiveness Analysis. Table 1 presents information related to similar projects, with components focused on knowledge management, training, and monitoring support. The BRICKS project cost US$4.6 million for 12 participating countries, or US$0.4 million per country on average. This compares well with other regional projects such as the *Climate Adaptation and Mitigation Program for Aral Sea Basin* (P151363), with a knowledge management component of US$12.5 million, for only two countries. The analysis indicates that ***the use of GEF funds was cost-effective***.

Table 1. Cost of comparable World Bank projects

Project name	Countries	Knowledge management, training, monitoring		Average cost* (US$ million/country)
		GEF Cost (US$ million)	Activities	
Building Resilience through Innovation, Communication and Knowledge Services, BRICKS (P130888)	Benin, Burkina Faso, Chad, Ethiopia, Ghana, Mali, Mauritania, Niger, Nigeria, Senegal, Sudan, Togo	4.6	Creating web portals, conducting studies, supporting M&E system, mapping, training	0.4
Regional Governance and Knowledge Generation Project (P118145)	Egypt, Lebanon, Morocco, Tunisia, West Bank and Gaza	3.0	Knowledge products, dissemination	0.6
Climate Adaptation and Mitigation Program for Aral Sea Basin (P151363)	Tadjikistan, Uzbekistan	12.5	Open information platform	6.3
Nigeria Scaling Up Sustainable Land Management Practice, Knowledge and Coordination (P109737)	Nigeria	0.8	Monitoring, evaluation and knowledge	0.8

Sources: ICRs of the above projects. Note: * Calculated as average just for comparison purposes. The actual cost varies from a country to another.

If we extend the analysis to include also the project's co-financing (US$13.6 million, Table 2), the overall cost related to the project is estimated at US$18.3 million. This corresponds to an average of US$1.5 million per country – which is still substantially lower than that of the Aral Sea project cited above (US$6.3 million per country, Table 1). This suggests that the ***overall project was cost-effective***.

Incremental Cost Analysis. At appraisal, the incremental cost analysis assumed a baseline scenario with a cost of US$10 million and GEF support of US$4.63 million. The analysis suggested that without GEF support, there would be limited exchanges of knowledge and information, fewer chances of benchmarking, a weaker community of practice, and weaker technical capacities in the SAWAP portfolio and among the regional and national implementing agencies. GEF support was expected to: improve the technical capacity to monitor and report on global environmental benefits; leverage economies of scale; ensure a much stronger cohesion among national and regional institutions, and a much stronger community of practice across the region.

At completion, the disbursed GEF grant amounted to US$4.62 million, or nearly 100 percent of the estimated GEF cost at appraisal (Table 2). These funds leveraged co-financing of about US$13.6 million, from different sources: in-kind contributions of the three agencies (US$5.1 million), contributions from SAWAP individual projects (US$0.8 million[17]), direct contribution from TLF (US$0.7 million[18]), and parallel financing from TLF (US$7 million[19]). This increased the co-financing ratio from 2.2 : 1 expected at appraisal to 2.9 : 1 at completion.

Table 2. GEF and co-financing by source of funding (US$)

Funding sources	Original amount (expected at appraisal)	Actual amount (disbursed at completion)
GEF		
- CILSS	2,002,305	2,000,933
- OSS	1,799,500	1,799,400
- IUCN	827,825	825,911
Total GEF	***4,629,630***	***4,626,244***
Direct co-financing		
- CILSS (in-kind)	2,500,000	2,553,183
- OSS (in-kind)	1,800,000	1,825,000
- IUCN (in-kind)	700,000	697,759
SAWAP projects	0	799,220
TLF	0	685,324

[17] This includes the contribution of SAWAP country projects to individual services provided by the 3 agencies (e.g. consultancies) and to regional events (e.g. travel and accommodation of participants). This contribution has been estimated at US$0.4 million to CILSS, US$0.3 million to OSS and about US$0.03 million to IUCN (based on the amounts of the consultancy contracts, number of participants, per diem and travel cost). The total estimated SAWAP contribution (US$0.8 million) is very likely an underestimation of the true contribution of these projects.

[18] This includes direct contributions related to the *Enhancing the Resilience of Drylands in Sub-Saharan Africa Project* (TF014652) (US$0.44 million) and *Building Resilience through Innovation, Communication and Knowledge* Services Project (TF013863) (US$0.25 million).

[19] This includes actual disbursements from 13 projects funded by Terrafrica in the SAWAP region during the same implementation period under the following grants: *Support to Terrafrica Secretariat* (TF017015, US$2 million); *Coalition Building* (TF058033, US$0.7 million); *Knowledge Management* (TF058034, US$0.9 million); *AF – Support to Terrafrica Secretariat* (TF0A3918, US$1.7 million); *Burkina Faso – Forest Investment Program* (TF0A5654, US$0.2 million); *Burkina Faso – REDD+* (TF0A5949, US$0.2 million); *Sudan Sustainable Land and Water Management* (TF012343, US$0.09 million); *Ethiopian Experience in Sustainable Management* (TF016892, US$0.07 million); *Mauritania Sustainable Land, Water and Forest Management* (TF017294, US$0.1 million); *Integrated Disaster and Land Management Project in Togo* (TF098701, US$0.5 million); *Ghana Sustainable Land and Water Management* (TF0A4114, US$0.2 million); *Terraafrica* (TF0A5488, US$0.2 million); and *AF - Nigeria Erosion and Watershed Management* (TF0A7485, US$0.06 million).

Total direct co-financing (a)	***5,000,000***	***6,560,486***
Parallel financing (TLF) (b)	***5,000,000***	***7,077,516***
Total co-financing (a) + (b)	**10,000,000**	**13,638,002**
Ratio (co-financing/GEF)	**2.2 : 1**	**2.9 : 1**

Sources: PAD for the original amounts; BRICK agencies and TLF for the disbursement.

Through its focus on knowledge generation, networking, and communication, this project helped improve accessibility to best practices and monitoring among the 12 SAWAP countries. The GEF funds contributed primarily to the focal areas related to **Land Degradation** and **Climate Change Mitigation**[20], within which the project resulted in the following achievements and global environment benefits:

- **Improved capacity for reducing land degradation**. The project has made a step forward towards knowledge sharing at the regional level regarding best practices in SLM (e.g. climate-smart agriculture, dryland forest management, soil and water conservation) within SAWAP countries. It has done so by establishing a regional decision support web portal (www.sawap.net) dedicated to each of the 12 SAWAP project countries; organizing events[21] to disseminate the best practices in the region; establishing new partnerships (e.g. with JICA), holding regional conferences and study tours. However, while some of these activities reached the original project targets (e.g. SAWAP communication strategy developed; atlas on land degradation completed), others remained underachieved (e.g. only 87 percent of the original number of direct beneficiaries were reached; only 24 percent of the actual beneficiaries were women, instead of 40 percent). In addition, despite the portal's usefulness in knowledge sharing, it has not been updated since May 2018.

- **Improved understanding of carbon stocks conservation and evaluation**. The project has supported the SAWAP countries in understanding the importance of transitioning to a low-carbon development path from improved land management. Specifically, it organized workshops dedicated to the use of carbon evaluation tools (i.e. FAO EX-ACT tool – in Tunis and Niamey), and of satellite imagery for land use data (i.e. Collect Earth – in Tunis); it developed a land cover atlas for the SAWAP countries[22]; it mapped the change in carbon stock accumulation in SAWAP region[23]; and created a web geoportal supporting these products[24]. These activities enabled communities of practice, national and regional institutions to stay connected regarding low-carbon development paths. However, the project did not conduct the carbon modelling study that was originally intended to help estimate the portfolio's contribution to climate change mitigation (Component 2, activity c); while the geoportal's functionality is currently limited[25].

Support to the Great Green Wall. By supporting knowledge exchange and communication among 12 country projects, BRICKS project strengthened the regional collaboration towards improving accessibility

[20] Through the activities mentioned below, the project contributed indirectly also to other focal areas such as Biodiversity and Sustainable Forest Management, e.g. by sharing best practices and success stories on the protection of ecosystems and natural resources (*http://www.sawap.net/index.php/fiches-bonnes-pratiques-bricks/*).
[21] For example, the workshop on "Operationalization of the capitalization platform and sharing of good resilience practices", in the framework of l'Alliance Globale pour la Resilience (AGIR) - Sahel and West Africa, held in Ouagadougou, and other thematic weeks.
[22] *http://www.oss-online.org/sites/default/files/publications/OSS-AtlasBRICKS.pdf*
[23] *http://prod.ossintra.org/bricks_se*
[24] *http://bricks.oss-intra.org:8080/geobricks/srv/eng/main.home*
[25] Areas of improvement are related to printing and downloading documents.

to best practices and monitoring—thus adding value to the country investments that address major natural resource and climate change issues. In this way, the BRICKS project contributed to the larger *Great Green Wall* initiative towards combatting the effects of desertification and climate change.

Table 3. Project Costs by Component

Project component	Activity	Agency	Approved GEF (US$)	Agency	Actual GEF (US$)
Component 1. Knowledge Management (At approval US$2,355,500 GEF) (Actual US$ 2,149,900 GEF)	(a) Networking country project teams for structured learning:	CILSS	1,000,000		
	• Establishing a regional decision support web portal			CILSS	239,895
	• Identifying and disseminating best practices			CILSS	147,304
	• Holding regular south-south learning events			CILSS	841,754
	(b) Competitive regional innovation grants for technical assistance to develop information and communication tools	CILSS	200,000		33,000
	(c) Establishing an operations services facility for SAWAP projects on key implementation topics on environmental public goods:				
	• Facilitation and brokering of expertise (CILSS leads)	CILSS	98,500	CILSS	9,507
	• Technical peer review panel (OSS leads)	OSS	198,500	OSS	186,200
	• Operations support pool (IUCN leads)	IUCN	185,500	IUCN	153,419
	(d) Carrying out a series of regional economic analyses and environmental assessments	CILSS	100,000	CILSS	28,081
		OSS	100,000	OSS	98,300
		IUCN	100,000		53,767
	(e) Strategic communication	IUCN	373000	IUCN	348,754
Component 2. Program Monitoring Support (At approval US$1,650,000 GEF) (Actual US$ 1,043,758 GEF)	(a) Aggregating results from the SAWAP portfolio of 12 projects	CILSS	N/A	CILSS	20,004
		OSS	280,000	OSS	286,400
	(b) Delivering participatory training and expert support on M&E to country project teams	OSS	280,000	OSS	248,830
	(c) Monitoring, modeling, and mapping land and water resources and land use change; plus, GIS capacity support	OSS	850,000	OSS	888,670
	(d) Impact evaluation platform	CILSS	240,000		
Component 3. Project Management (At approval US$624,130 GEF) (Actual US$ US$ 1,043,7581GEF)	Administration, overheads, project reporting at all three agencies; plus, PIU at CILSS	CILSS	363,805	CILSS	682,066
		OSS	91,000	OSS	91,000
		IUCN	169,325	IUCN	269,971

Total Project Costs[26]			4,629,630		**4,626,244**

ANNEX 5. BORROWER, CO-FINANCIER AND OTHER PARTNER/STAKEHOLDER COMMENTS

The BRICKS Agencies provided a consolidated termination report in French. The conclusion is provided below.

Impacts of the Project

- A network of exchange and sharing set up: Operational knowledge inside and outside the SAWAP portfolio are regularly shared through a regional learning hub that connects institutions and individuals who carry out investment operations in 12 countries. As a result, a community of partners and actors is created.
- As the regional portal is functional, good practices and other useful information can be shared with countries. Thanks to the various exchanges (conferences, study trips, workshops) and capacity building organized, countries have benefited from the services provided by the project as the 95% satisfaction rate in 2018 shows;
- Specific support for countries and enhanced national and regional capabilities
- Training on good practices in sustainable NRM
- With CILSS's support, the Togo project executives have been trained in mapping, and these executives have acquired skills in this area;
- Ownership over of the web portal by SAWAP teams through the effective and effective takeover of the portal by all 12 countries;
- Prospects for collaboration with international institutions
- Developing new partnerships with other organizations such as JICA on the development of SLM practice sets based on CILSS's achievements.

Conclusion

The BRICKS project has achieved important knowledge management results as shown by the satisfaction rates for the services rendered to countries. These have risen from 71% in 2016 to 95% in 2018. A regional web portal is functional, and countries have been trained and can regularly feed it with inputs. Good practice *fiches* have been disseminated and shared with countries and the various organizations and structures. A SAWAP community of practitioners has been formed through the various meetings and capacity buildings of the project. This momentum has been slowed down as a result of the financial gap that the project has experienced, which has not allowed to carry out certain activities and complete implementation. Following the Bank's implementation support mission held from 25 to 26 June 2018 in Ouagadougou, it became clear that this gap would not be filled. As a result, IUCN and CILSS have implemented very few activities on the basis of the remaining budget and have prepared to close their projects in December 2018 and January 2019 respectively.

[26] The total amount at approval was US$ 4,629,630 and the Actual amount spent is US$ 4,626,244. OSS will reimburse US$ 100 to the World Bank Group, IUCN lost US$ 1915 in foreign exchange (Forex) and US$ 1371 was also lost by CILSS in Forex.

ANNEX 6. SUPPORTING DOCUMENTS

- Project appraisal document, report no: 79648-afr. World bank 2013
- Grant Agreements
- Implementation status Sequence 1-8
- Aide memoires
- Country assistance strategies, country partnership frameworks and country partnership strategies
- Rapports d'achèvements. Draft. OSS, IUCN, CILSS

ANNEX 7. Review of BRICKS' Geospatial Outputs by the Geospatial Operational Support Team (GOST) of the WBG

As part of the BRICKS project, various geospatial outputs have been collected or derived by OSS. They have been summarized in the BRICKS Geo-Portal and the country reports. The text below summarizes a review by GOST of the documentation and the online platform taking the project scope into account[27,28].

1. The National and Regional GIS technical notes documents

The National GIS technical notes documents summarize the different information layers that were collected and made available in the national GIS systems set up in the ArcGIS software, for each country of interest. As the layers listed in these documents were not uploaded into the geo-portal, the user's access to the data collected is limited. Indeed, decision makers cannot access the spatial data interactively from the web platform, but only from the GIS system installed/set up on a local computer in the respective country office, provided they have the right GIS skills to operate the software.

In addition, while the Technical Notes are well put together and organized, most of the maps don't come with a legend, hence making the information presented in the visual maps ambiguous.

Regarding the database that was set up for each country, it seems to be built exclusively from already existing data collections and not data generated specifically for this country exercise/analysis (except the OSS developed Land Cover datasets, "La Cartographie d'Occupation du Sol", developed from Landsat 30m imagery over 2015 and 2016). Moreover, the datasets collected are from different sources, different resolutions, and different years, ranging from 1983 to 2016. Therefore, a simple comparison of the data between two dates or from two different datasets can be misleading.

Overall, the datasets are a good asset in themselves. However, in the context of each country project, they must be further analyzed in order to produce useful information and truly inform decisions through outputs such as: land cover change detection, population increase, CO_2 quantity in a certain area, etc.

The Regional GIS technical note document is a short document describing the ArcGIS project set up for the exploration of the OSS dataset covering the entire project area. It follows the same structure as the national notes. However, apart from the dataset mentioned earlier, it is not clear if all the other standard datasets (hydrology, elevation, pedology, etc.) were prepared for the regional extent.

2. Review of the BRICKS Spatial Data Infrastructure

2.1 Geo-portal and continuous updating of data

In general, the platform is not user friendly. It presents duplicate information and its design makes browsing and data discovery/visualization difficult.

Search function: The search for datasets on the platform is confusing, as it can be done from nine different places on the interface, with the result window adjusting and refreshing at every new selection. Overall,

[27] Review conducted by an external evaluator from the WBG unit specialized in geospatial review GOST team.
[28] OSS's comment on this report highlights the fact that it doesn't capture the detailed process for each item/output. Also, under Component 2, OSS developed many products at the request of countries, which provided the rationale for specific cartographic analyses and related choices.

the platform provides a challenging environment for data discovery and selection, which might prove discouraging to the users.

Data visualization and exploration: The platform seems to be missing basic functions (e.g. printing, and the maps not centering on the dataset selected) that would facilitate an easy and intuitive visualization and exploration of the data layers, as well as the decision information process.

Dataset review: The datasets available on the platform include a series of basic datasets collected for all Sahel countries. However, the custom datasets collected for each country project and described in the National GIS Technical Notes papers (see above) are not part of this central database. As a result, the local databases set up for each country remain available only for the members of the office where the computer is sitting. Had they been uploaded into the geo-platform, the information layers could have been accessed by anyone in and outside the country.

2.2 Landcover maps OSS dataset for all SAWAP countries

Landcover maps were prepared by OSS for all countries. However, this dataset can't be downloaded from the platform, hence restricting any further geospatial analysis of land cover.

2.3 LULC dataset of 10 m resolution for Ghana, Mali, Senegal, Soudan

A 10-meter resolution Land Use/Land Cover dataset does not seem to be available for Ghana, Mali, Senegal, or Soudan.

2.4 Regular reinforcement of the GIS and RS databases on the geoportal

It seems that many datasets are not available anymore for visualization and/or download, which suggests that the data is not updated regularly and maintained properly.

3. Informing decision makers on landscape changes

The purpose of Component 2 of the BRICKS project was to enable users to observe **changes in land use** following the various SAWAP projects[29]. Change detection maps, be it in land use, land cover, vegetation health, vegetation cover, GHG emission, etc. are meant to help users identify, localize and understand how a given area has changed between two or more time periods. These outputs are obtained though geospatial analysis from similar datasets in two point in time. In that perspective, the BRICKS database contains datasets that are relevant for the situation on the ground at a **specific point in time** (land cover

[29] **Component 2 - From the PAD describes deliverable c)** as an activity responsible with the *monitoring, modeling, and mapping of land and water resources and land use change in the regional portfolio, including carbon modeling to help estimate the portfolio's contribution to climate change mitigation. This includes carbon storage in biomass and soil, as well as changes in GHG emissions due to land use change and management, using existing monitoring and geospatial tools. This activity also includes establishing an inter-agency Geographic Information System (GIS) services team and opportunities for networking and capacity building for project teams and regional actors, development of a regional digital atlas on land and water resources, greenhouse gas (GHG) fluxes from land use and management, and climate risks, and development of a regional data platform to provide near real-time remote sensing data and **analyses** in appropriate formats to country project teams on the ground (OSS leads, US$850,000).*

This is reflected by several project indicators, e.g.: *Regional atlas of land degradation, climate change mitigation and adaptation, and disaster risks is prepared, **integrated into portal, and updated annually**.*

in 2000, 2005, 2010) but it does not provide datasets that show the **change** that happened between these years. Figure 1 and 2 below provide an example, taken from another region, of a change detection map that illustrates a similar purpose: monitoring the impact of a project and informing decisions.

However, BRICKS didn't generate such change maps for any of the land features mentioned in the PAD. For instance, the two datasets for Above Ground Biomass are from 2010 and 2015: While these are useful for assessing the biomass production in either of the years, they do not answer the question: "how did the production **change**?", and thus leave the door open for interpretations. To provide an answer, the GIS specialist user must download the datasets, perform a geospatial analysis, and create a new product. While this is a simple operation for the GIS users, this platform is not intended for such users, but for decision makers and thus should serve all these layers of information for simple visualization.

The PAD also mentions that the platform should offer *regional data platform to provide near real-time remote sensing data and **analyses** in appropriate formats to country project teams on the ground.* The review of the platform did not find such data to be available to the users.

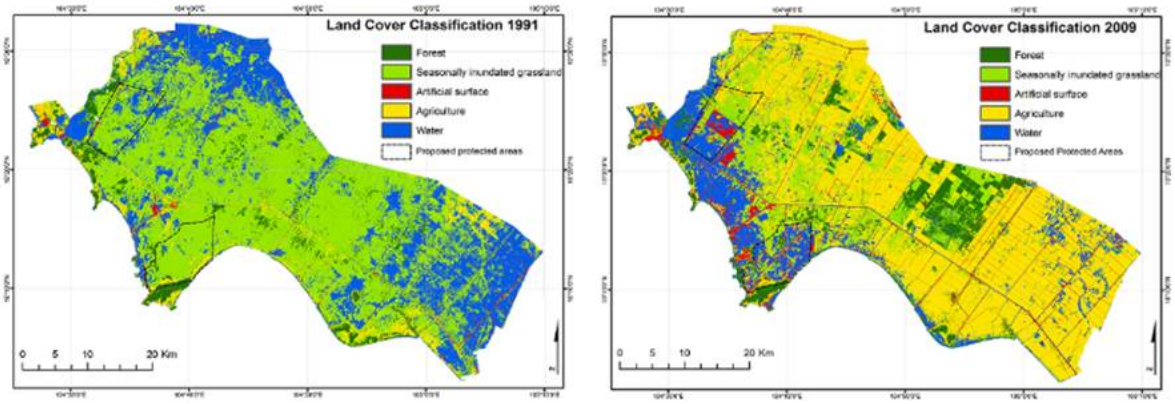


Figure 1: Land cover maps of the Ha Tien Plain derived from Landsat images recorded in 1991 and 2009, respectively (submitted to IJRS)

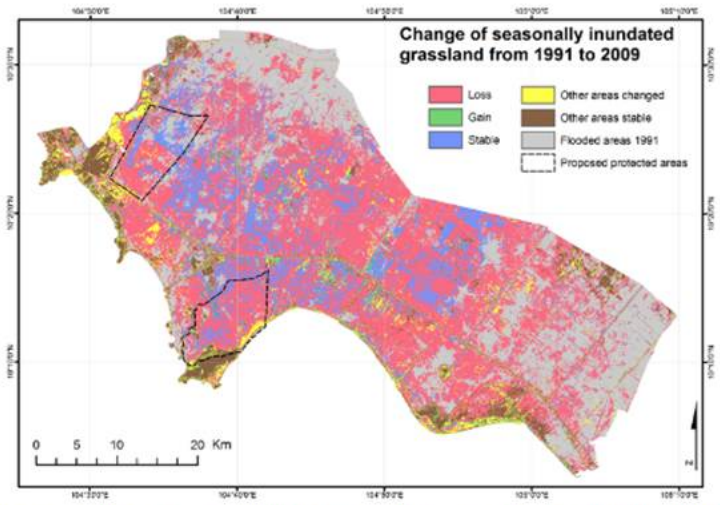


Figure 2: Change of seasonally inundated grassland between 1991 and 2009 (submitted to IJRS)

ANNEX 8. M&E - Geospatial applications and Services: Main activities and outputs from OSS/BRICKS project

1. Monitoring & Evaluation Main Activities and Product, Various Publications

Main activities		Outputs & Format	Access Link / folders
Conceptual and methodological development of the M&E system	Elaboration of a documentary study on M&E existing methods, **2015**	Report of the study on (PDF)	Shared folder
	Elaboration of M&E harmonized grid of indicators (updated in **2016**)		Shared folder
	Development of the M&E system manual, **2015**.	Manual of M&E (PDF)	Shared folder
	Development of a guide for the monitoring and evaluating of the SAWAP portfolio performance, **2016 and 2017**.	SAWAP portfolio M&E Guide (PDF)	Shared folder
Implementation of the M&E System activities at the regional level	Development and online implementation of the SAWAP M&E indicators Database, **2017**	• Web application • User's Manual	*http://delta-suivi-evaluation.com/SAWAP*
	Elaboration of periodic datasets on spatial indicators (ICP2 and ICP4)- 2018	Database and Web Map services about NPP and vegetation cover	*http://delta-suivi-evaluation.com/SAWAP*
M&E Reports and validated and signed publications	• Annual report on the technical and financial progress of the BRICKS project, 2015-2018 • M&E reports- 2015-2019 • Regional Atlas signed by all partners (OSS, CILSS, UICN, WB, GEF)- 2018 • BRICKS GMV Booklet- 2016 • Regional Carbon study - 2016 • Booklet of Carbon analysis (*on finalization process*)- 2019	Versions of the various documents	Shared folder Shared folder *http://www.OSS-online.org/sites/default/files/publications/OSS-AtlasBRICKS.pdf*

2. Geospatial applications and services in support to M&E

Main activities		Outputs & Format	Access Link
Main documents and reports	Concept note of the BRICKS spatial data infrastructure, **2015.**	Report of the study on (PDF)	*http://www.OSS-online.org/sites/default/files/ConceptNote_Geoportal_proposal_OSS_ENG.pdf*
	12 National GIS technical note	Technical notes	Shared folder
	1 Regional GIS technical note	Technical note	Shared folders
Capacity building, Conference and Support to SAWAP country	Development of training kit on GIS and Remote Sensing in support of the M&E activities, for the national SAWAP projects.	Repertory with the various documents on the training	
	Regional training workshop on the use of the EXACT tool (Ex-Ante carbon-balance tool) for estimating carbon, **2015**.	• Training kit (various formats) • Training report	Shared folder
	Regional Training Workshop on the procedures for collecting data and calculating indicators: GEF Tracking Tool and Risk Assessment, **2015**.	• Training kit (various formats) • Training report	Shared folder
	National training workshops in GIS and remote sensing in support of the SLMP2's GIS and M&E activities in Ethiopia, **2015**.	• Training kit (various formats) • Training report	Shared folder
	National training workshops in GIS and Remote Sensing in support of the SSNRMP's GIS and M&E activities in Sudan, **2015**.	• Training kit (various formats) • Training report	Shared folder
	National training workshops in GIS and Remote Sensing in support of the PAPAT's GIS and M&E activities in Chad, **2016**.	• Training kit (various formats) • Training report	Shared folder
	Regional workshop on the use of geospatial tools and services in support of M&E (GIS, Remote Sensing - Geoportal - Collect Earth), **2016**.	• Training kit (various formats) • Training report	Shared folder
	Regional workshop for exchanges & training on SAWAP program's M&E: training on the use of the web database platform and indicators calculation using spatial tools, **2017**.	• Training kit (various formats) • Training report	Shared folder
	National training workshops in GIS and Remote Sensing in support of the M&E activities of SAWAP Benin's PGFTR project, **2017**.	• Training kit (various formats) • Training report	Shared folder

	National training workshops in GIS and Remote Sensing in support of the M&E activities of SAWAP Ghana's SLWMP project, 2019.	• Training kit (various formats) • Training report	
	National workshops on M&E and tools in Bamako, Malia, 2018	• report (PDF) • Versions of carbon • Evaluation on SLM report	
SDI and Information System Developme nt	Elaboration of a concept-note of the BRICKS spatial data infrastructure, 2015.	Document on the concept-note (PDF)	Shared folder
	Development, online implementation and continuous updating/suppling of the SAWAP/BRICKS Geoportal (equipped with a Map Server), 2015.	• Web applications • Manual on the use of the Geoportal	*http://BRICKS.OSS-intra.org:8080/geoBRICKS/srv/eng/main.home* *https://www.SAWAP.net/*
	Elaboration of landcover maps (Lansdsat8 imagery) for all the National SAWAP countries, 2015 to 2016. (Validation for most of the countries)	• Imageries database • Database on the LULC	*http://BRICKS.OSS-intra.org:8080/geoBRICKS/srv/eng/main.home*
	Development of interactive GIS products with and layout structures for the 12 National SAWAP projects, 2015 to 2017.	• Full repertory of the interactive GIS • Technical manual on their use	
	Regional mapping of changes in the vegetation cover dynamics - Map products (250 m) and statistics for 2000, 2012 and 2016) (ongoing: updating and validation processes).	• Imageries database (eModis dataset) • Database on the vegetation cover change maps	
	Detailed land use/landcover mapping (10m of resolution) of 04 the national SAWAP projects' sites of interest/intervention, Ghana, Mali, Senegal, Soudan, 2015 to 2018	• Imageries database • Database on the detailed LULC	
	Regular reinforcement of the GIS datasets and Remote sensing databases stored at the OSS about SAWAP / BRICKS areas of interest.	GIS dataset and various imagery databases	

ANNEX 9. Communication Outputs

RESULT MONITORING FRAMEWORK FOR BRICKS PROJECT COMMUNICATION STRATEGY

	PROJECT SUMMARY	INDICATORS	REACHED	COMMENTS
Goal	Improve accessibility of best practices and monitoring information within the SAWAP portfolio on sustainable land use and management.	% of stakeholders / institutions who are knowledgeable about the sustainable landscape program and that uses the best practices platform		Updated data available at CILSS, coordinator of the BRICKS project and in charge of knowledge management and best practices.
Outcomes	Harmonize strategy, actions and tools in support of the GGW and sustain multi partners regional dialogue.	Evolution of the GGWI into a sustainable landscape program that is understood by regional stakeholders	**86%** of participants immersed in the new vision of the Great Green Wall, which is to unite Africans around a common ideal: stop the advancing desert. **86%** of participants satisfied with the exercise on case study on positive change for the Great Green Wall.	This was discussed during the regional workshop on the communication of project results to different audiences (Niamey 17-21 July 2017). The exercises and discussions were followed by the schematic presentation of the Great Green Wall. A Concept Paper on Advocacy Work for BRICKS prepared (**Annexe 5**).
	Promote collaboration and build a community of practice among the project teams and key stakeholders of the SAWAP portfolio as well as with the implementing institutions of the BRICKS Project.		**1** BRICKS Functional Regional Network of Communicators and Journalists set up in 2016 and has 25 people including 5 women.	The network made up of experts in communication and knowledge management from 12 SAWAP projects, and journalists from SAWAP countries and Guinea.
	Effectively share knowledge on innovations in managing natural resources, climate change, and natural disasters.		Mailing group SAWAP Portal	

	PROJECT SUMMARY	INDICATORS	REACHED	COMMENTS
			Social media	
	Provide communication support and enhance the communication capacity of the 12 country project teams in the SAWAP umbrella.		Communication Plan For GGW Promotion (**Annexe 15**) Actions to promote the concept of the Great Green Wall produced (**Annexe 4**) Support to SAWAP projects Identification of support needs in communication and knowledge management	Supports identified during the launch of the BRICKS projects and the 4th SAWAP conference in Accra (Clinique)
Outputs	Comprehensive vision and consistent messages on progress and accomplishments of the GGWI emerge from the "noise" of multi actors communication efforts.	Glossary of definitions and understanding of GGWI and the BRICKS project # of news items reporting	**1** Glossary elaborated and shared Press articles, Radio & TV, programmes	
	Increased support and outreach for long term, integrated initiatives to address the cross-cutting nature of land degradation and desertification.	# of meetings (workshops or virtual) Monthly / quarterly newsletters	**7** communication workshops organized **27** virtual meetings organized	No newsletters produced.
	Lessons learned and knowledge produced in each project are gathered, processed and disseminated.	Virtual collaboration space established and used	**1** mailing group created and used for collaboration. **1** trombinoscope (participants photo book) elaborated	A group mailing established for the exchanges. Information on SAWAP project's teams excepted Senegal. An update is necessary.
	Country projects benefit from lesson learned in similar projects and global and regional best practice	# of knowledge products available on portal	**1** publication (Biodiversity and the GGW) produced in 500 copies and shared. **1** Knowledge sharing platform (Frogleaps) used and linked to	Publication is available online : Fr: *https://portals.iucn.org/library/node/46836* *https://goo.gl/jbikzt* Engl.: *https://portals.iucn.org/library/node/46819* *https://goo.gl/nwR1z4*

	PROJECT SUMMARY	INDICATORS	REACHED	COMMENTS
			the SAWAP/BRICKS Portal. **1** video produced and shared (fr+engl) **500** BRICKS flash drive **500** BRICKS pens produced & shared **1500** BRICKS flyers (fr+engl) **5** BRICKS roll-ups **10** banners (comm. meetings) **500** BRICKS folders **500** BRICKS bloc notes **20** good practices produced and shared	The French version of the website (*http://fr.frogleaps.org/*) available thanks to the BRICKS project. BRICKS project BRICKS available online : English: *https://youtu.be/Qsz5nObs7H0* French: *https://youtu.be/Ub5Xv4laW7Y* The 20 good practices selected among the 250 identified, under the CILSS' coordination.
	Regional and global best practices on SLM are widely accessible and understandable.	# of multi format dissemination toolkits / templates produced	**1** media plan template/Guide to public relations produced and share with the SAWAP projects communication experts **1** BRICKS PPT template designed and used **1** Guide template for success stories	
	Outreach to country level actors and regional institutions, decision-makers and beneficiaries at local level is facilitated.	List of key ambassadors and partners of BRICKS and specific role identified for each	**1** SAWAP stakeholders map produced at the beginning of the project **1** GGWI Stakeholder Map produced	

	PROJECT SUMMARY	INDICATORS	REACHED	COMMENTS
			1 document on "Role of Partners as a key stakeholders" produced	
	Region wide network of communicators are created.	Level of satisfaction of SAWAP project teams that requested communications support Communication training and usage	**92%** project teams are satisfied with SAWAP projects. (**Annexe 6**)	In order to avoid double counting we took the average number of participants per training session. Of the targets of 1200 beneficiaries at the end of the project, the one reached by the communication is 37. It should be noted that some participants benefited from several training courses.
Activities	Create glossary of definition to facilitate common understanding of the meaning of the GGW and the BRICKS Project identity.	Glossary of definitions and understanding of GGWI and the BRICKS project # of news items reporting	**1** Glossary elaborated and shared	
	Establish regular communication with BRICKS project's primary stakeholders, especially with SAWAP project teams.	# of meetings (virtual or workshops)	**7** communication workshops organized **27** communication working group virtual meetings organized **1** Online training on web 2.0 tools for the 3 communication experts of BRICKS project implementation agencies	
	Establish a virtual collaborative space for the country project teams and implementing agencies to allow knowledge exchanges across projects and across teams.	BRICKS portal Common twitter account Social media policy	**1** SAWAP/BRICKS Portal (*www.sawap.net*) **1** Facebook and **1** Twitter account created and regularly updated. **1** BRICKS project social media policy produced and shared with the SAWAP communication experts.	Done under the coordination of CILSS. PPT presentation
	Collect and process local best practices on SLM.	# of knowledge products available on portal	**9** Success stories produced, with 5 in both English and French	Some to be improved (Senegal, Ethiopia…) Good practices available on online:

PROJECT SUMMARY	INDICATORS	REACHED	COMMENTS
	Use of best practices on SLM	**20** good practices produced and shared Pictures and video on *www.sawap.net*	Fr: *http://www.sawap.net/index.php/fiches-bonnes-pratiques-bricks/* Engl: *http://english.sawap.net/index.php/bricks-good-practices-sheets/*
Design templates for PPT / brochures and to collect best practices on SLM in both French and English, which project teams can adapt	Criteria on selection of best practices	A list of selection criteria developed made possible to select **20 best practices** out of 250.	Under the CILSS' coordination.
Identify, analyse stakeholders and based on their interest and power and assign specific roles.	List of key ambassadors and partners	**1** SAWAP project stakeholders map **1** GGWI stakeholders map **1** Concept Paper on Advocacy Work for BRICKS	The stakeholder's interests and specific roles were not collected. A survey sheet to make it was elaborated
Make available strategic communication knowledge to all SAWAP project teams.	Communications Workbook Online communication training course in French & English (Frogleaps.org) African cases study for online course CEPA toolkit distributed	**3** Workbooks prepared (in French & English) and shared with participants of Ouagadougou, Niamey and Khartoum workshops French version of the Frogleaps website (*http://fr.frogleaps.org*) **3** case studies were discussed (Togo, Benin and Sudan), in the context of learning. The CEPA Toolkit disseminated to the SAWAP project communication experts at the beginning of the project and then posted on *www.sawap.net*	Available thanks to the BRICKS project. The case studies, not fully finalized, are not online. Engl: *https://portals.iucn.org/library/node/9260* Fr: *https://portals.iucn.org/library/node/9509*

ANNEX 10. Results of the satisfaction survey undertaken among the national team members under SAWAP (Extracts)

The following annex provides selected extracts of the survey in French. The full report is accessible in the project folder.

CONTEXTE/JUSTIFICATION

Le présent rapport d'enquête de satisfaction est le troisième réalisé après ceux de2016 et 2017dans le cadre du projet BRICKS. Les objectifs et indicateurs ont été choisis en vue de : i) assurer une attribution correcte des succès du projet grâce à la réalisation de son ODP et ii) évaluer la capacité des organisations régionales et des projets pays à établir des rapports sur les progrès réalisés au niveau national dans le portefeuille SAWAP en vue de l'atteinte de l'objectif commun qui consiste à augmenter les services des écosystèmes à travers des pratiques de gestion durable des terres et des eaux dans la région.

L'indicateur permet de suivre dans quelle mesure l'équipe des projets du SAWAP et autres parties prenantes des projets dans les pays sont satisfaits des services fournis ou facilités par le BRICKS. Cela inclut les services de gestion de connaissance, de partage d'expériences, de diffusion des meilleures pratiques.

Dans le but de renseigner l'indicateur, une enquête de satisfaction a été menée auprès de 12 pays SAWAP en 2018. Un questionnaire se rapportant à 6 thèmes constituant la fiche d'enquête, a été envoyé à chaque pays SAWAP le 15 mars 2018 dans le but de recueillir leur degré satisfaction vis-à-vis des services fournis ou facilités par les trois Institutions que sont le CILSS, l'UICN et l'OSS. Les thèmes ont porté sur :

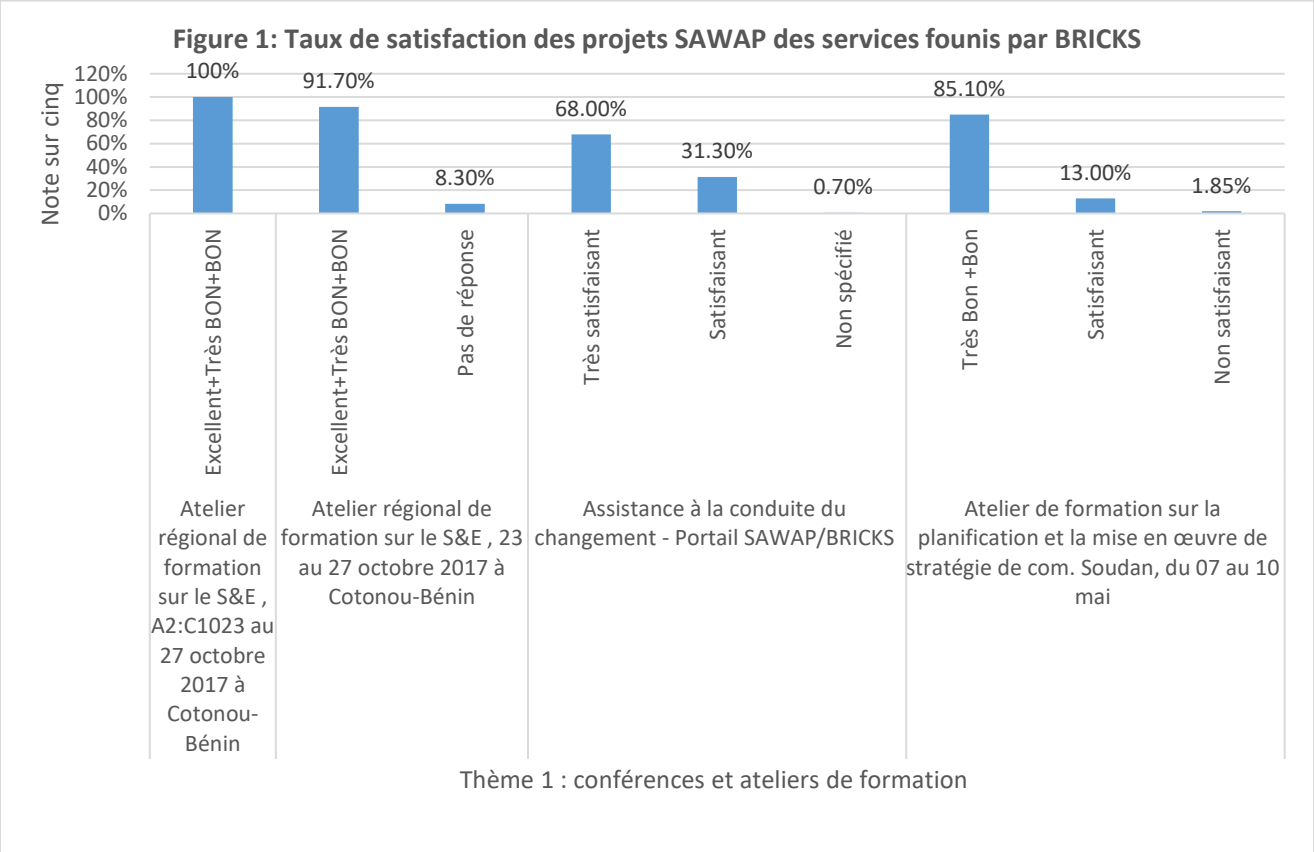
- **Thème 1 : Conférences et ateliers de formation ;**
- **Thème 2 : Produits d'apprentissage sur les meilleures pratiques ;**
- **Thème 3 : Voyage d'étude sud-sud ;**
- **Thème 4 : Portail web du SAWAP ;**
- **Thème 5 : Appui en Suivi & Evaluation ;**
- **Thème 6 : Appui en communication**

Afin de tenir compte des insuffisances constatées lors de la conduite des deux précédentes enquêtes de satisfaction, la présente enquête a pris en compte les résultats des évaluations des différents ateliers de formation et de visite de terrain. Aussi des enseignements et des leçons ont été tirés.

RESULTATS OBTENUS

Tous les douze pays SAWAP ont été concernés par l'enquête. Il s'agit du Bénin, Burkina Faso, Ethiopie, Tchad, Ghana, Mali, Mauritanie, Niger, Nigéria, Sénégal, Soudan et Togo.

Degré de satisfaction par rapport au thème 1 : Conférences et ateliers de formation



Performance :

82,98% des enquêtés déclarent être satisfaits des prestations de BRICKS, leur satisfaction variant de niveau excellent, très bon à bon. Ce taux est une moyenne calculée à partir des réponses de l'enquête de satisfaction, de l'évaluation de l'appui qu'OPENVISTA a apporté aux pays sur l'appropriation du portail web et l'évaluation de l'atelier de formation sur la planification organisée au Soudan par l'IUCN. On relève que tous les pays ont participé à toutes les activités relatives à cette thématique.

Commentaires :

Pour les pays, les conférences et ateliers de formation ont renforcé leurs capacités en suivi-évaluation, en planification d'une stratégie de communication et sa mise en œuvre, en système d'information géographique et télédétection. Cela a permis à certains projets SAWAP d'être autonomes pour la mise en ligne de contenus des pages pays dédiées.

Les discussions et échanges qui ont eu lieu au cours de ces ateliers ont permis d'améliorer les connaissances des acteurs sur les thèmes abordés en termes de gestion durable des terres et des eaux, la

conservation de la biodiversité dans la zone de la grande muraille verte, le suivi et l'évaluation et la communication des résultats.

Les participants ont constaté que les thèmes déroulés ont été très pertinents. Par ailleurs, la méthodologie alliant exposés théoriques, travaux de groupes et individuels ont permis d'améliorer les connaissances sur l'atelier régional sur la communication des résultats des projets à différents publics notamment en sa partie « puissance et l'utilité de la narration ».

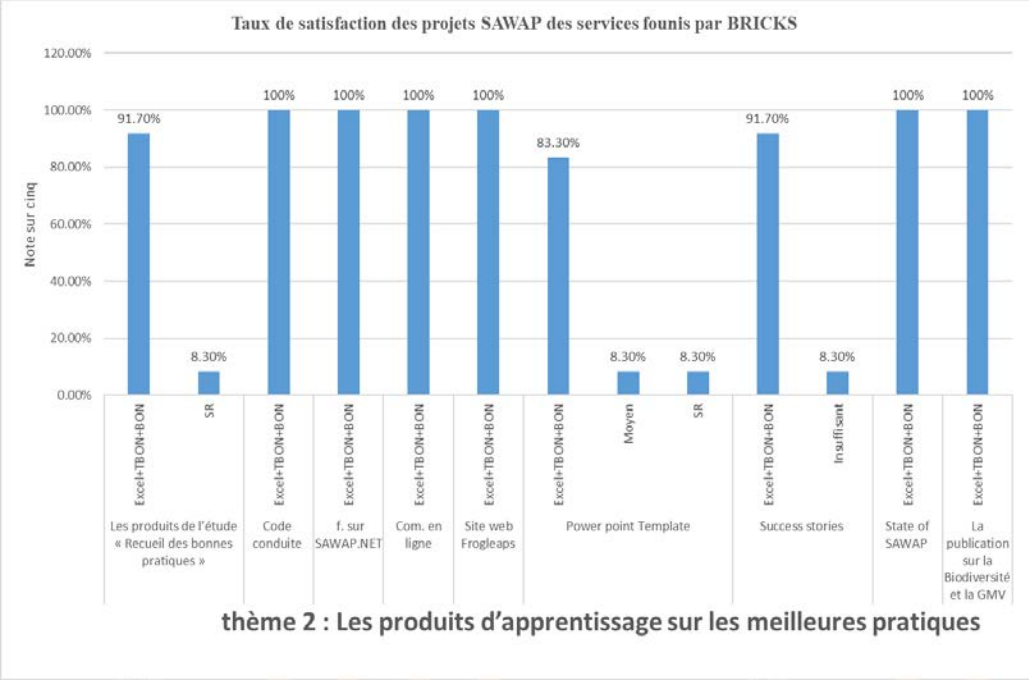
Cependant un des points qui mérite une amélioration est le nombre de thème à présenter, souvent élevé pour une seule session, ce qui ne permet pas de consacrer beaucoup de temps à la discussion.

La formation axée sur la rédaction de récits (success stories) a été très utile car elle a permis de mieux valoriser les articles que le Projet de Développement Inclusif et durable de l'Agrobusiness au Sénégal (PDIDAS) rédige et partage sur son site Internet et dans les réseaux sociaux (Twitter, Facebook, *www.pdidas.org*).

L'approche par rotation des sites de conférence devrait être maintenue dans tous les pays membres. Cela renforcera la synergie et le partage des connaissances.

Des insuffisances ont été constatées lors des ateliers organisés, principalement au niveau de l'organisation générale, la logistique notamment lors de la visite de terrain, la connexion internet, l'exiguïté du cadre de travail, le temps consacré à la visite des sites ainsi que les distances à parcourir pour atteindre les sites à visiter.

Thème 2 : Les produits d'apprentissage sur les meilleures pratiques



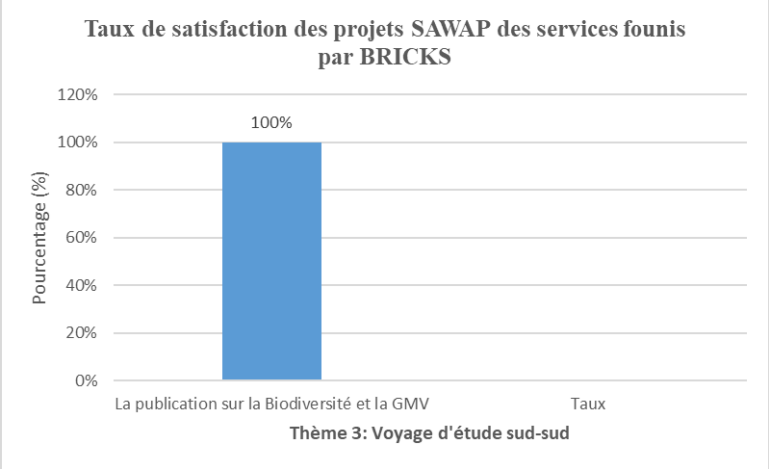
Commentaires

La plupart de ces produits ont fait l'objet d'une utilisation plus ou moins régulière.

Les produits d'apprentissage énumérés sont : (i) le Recueil des bonnes pratiques (ii) le code de conduite

pour l'utilisation des médias sociaux, (iii) la formation approfondie à l'utilisation du portail SAWAP.net, (iv) la communication en ligne, outil de formation, (v) le Site web Frogleaps, (vi) le template Power point BRICKS, (vii) les Success stories , (viii) le « State of SAWAP », (ix) la publication sur la Biodiversité et la Grande muraille verte.

Thème 3 : Voyages Sud Sud

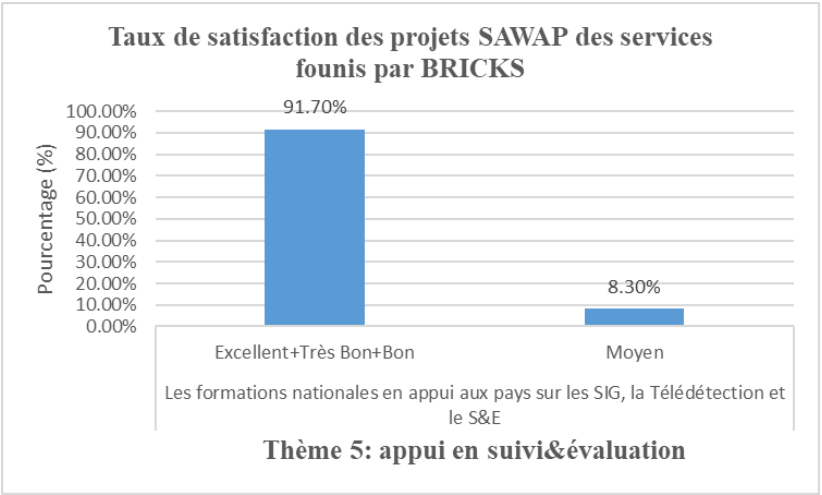


Thème 4 : Portail web du SAWAP

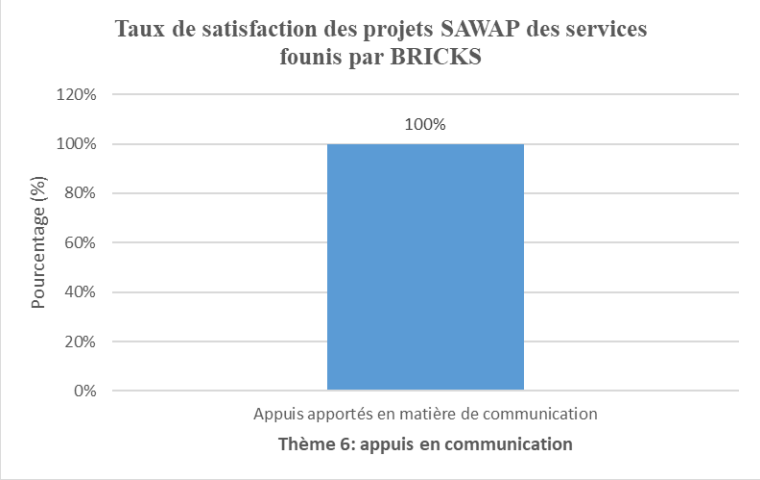
Commentaires :
Presque toutes les fonctionnalités sont utilisées sur le portail web. Les fonctionnalités « gestion des connaissances » et « success stories des pays SAWAP » sont les parties les plus utilisées dans le portail web (SAWAP.net). Le compte Twitter est aussi très suivi pour l'actualité et le partage de connaissances. Les fonctionnalités supplémentaires souhaitées sont relatives aux « grands résultats obtenus », les flickers et les menus, le traitement des images, la possibilité de diffuser les bonnes pratiques d'autres initiatives du pays en dehors du projet, la mise à jour de l'information, le logo et les cartes des pays.

Thème 5 : Appui en Suivi & évaluation

Les pays ont reçu des appuis en suivi & évaluation de l'OSS, ce qui a renforcé leurs capacités. Les projets font des rapports à l'OSS concernant les indicateurs retenus au niveau du portefeuille.



Thème 6 : Appui en communication



Commentaires : la formation sur l'élaboration de la stratégie de la communication a été très cruciale., Les rencontres successives d'échanges et surtout de formation ont permis aux pays d'acquérir et d'approfondir des connaissances, des savoirs faire en matière de communication stratégique..

PERFORMANCE GLOBALE

La moyenne des performances de taux de satisfaction des 6 thèmes est de 95,16%. Cette performance couvre l'essentiel des services fournis par BRICKS aux pays. Le tableau ci-dessous donne les détails sur les performances obtenues par thème.

Thème	Performance	Moyenne globale 2018	Cible en 2016	Cible atteinte en 2016	Cible en 2017	Cible atteinte en 2017	Cible en 2018	Cible atteinte en 2018
Thème 1	82,98	**95,16**	**80%**	**71%**	**80%**	**87,87%**	**80%**	**95,16%**
Thème 2	96,3							
Thème 3	100							
Thème 4	100							
Thème 5	91,7							
Thème 6	100							

Table 1. Taux de satisfaction des projets SAWAP