Projet du Gouvernement du BURKINA FASO

Numéro et titre: BKF/93/G31/A/1G/99 "Intégration de la diversité biologique dans les systèmes d'élevage de la faune sauvage: Une expérimentation pilote en zone semi-aride

Durée: 5 ans

Secteur et sub-secteur du PNUD: Aménagement des forêts, sériciculture et utilisation de la faune

Secteur du Gouvernement: Aménagement de la faune

Agence gouvernementale d'exécution: Ministère de l'Environnement et du Tourisme.

Agence d'implémentation: Ministère de l'Environnement et du Tourisme.

Agence de Coopération: UNOPS

Estimation du début du projet: Juin 1995

Apports du Gouvernement: 60,000,000 F CFA (en nature)

UNDP & Cost Sharing Financing

UNDP	$ 0
IPF	$ 0
GEF	$ 2,434,540

Government or third party sharing

$ 0

TOTAL $ 2,434,540

Description du projet:

Le présent projet se propose d'aborder les méthodologies pour optimiser la conservation de la diversité biologique et la productivité des systèmes de ranching de gibier en Afrique de l'Ouest. Il proposera également l'intégration progressive des populations riveraines d'un ranch de gibier (Ranch de Gibier de Nazinga) pour une participation effective à la gestion de l'exploitation du ranch. Il mettra également en place une structure de recherche appliquée et de formation destinée à bénéficier aux autres projets de ranching de gibier au niveau régional.

ZEPHIRIN DIABRE
MINISTRE ECO/FI/PLAN

Approuvé par: _____ Date: 1 JUIL. 1995

Au nom du Gouvernement burkinabé

ERNEST P. NZEKIO, REP. RES. Date: 22 juillet 1995

Au nom du Programme des Nations Unies pour le Développement

Mémo du 17 Mai 1995 de Mr. Tobe Hough, Coordonnateur GEF.

Taux de change officiel des Nations Unies à la date de la dernière signature du présent document: US$1 = F CFA

PROJECT OF THE GOVERNMENT OF BURKINA FASO

Project Number and Title:	BKF/94/G31/A/1G/99 - Optimization of biodiversity in game ranching systems: a pilot experiment in a semi-arid area
Duration:	5 years
Sector/Subsector: (UNDP class.)	Forestry Management, Sericulture and Wildlife Utilization
Sector: (Govt. class.)	Wildlife Management
Government Executing Agency:	Ministry of Environment and Tourism
Government Implementing Agency:	Ministry of Environment and Tourism
Cooperating Agency:	UNOPS

UNDP & Cost Sharing Financing

UNDP $0
IPF $0
GEF $2,434,540

Government or Third-Party Cost Sharing $0

TOTAL $2,434,540

Projected start-up date: June 1995

Government inputs (in kind): CFAF60,000,000

Brief description:

This project proposes to address methodologies aimed at optimizing the conservation of biodiversity and the productivity of game ranching systems in Western Africa. It will also proceed with the gradual integration and effective participation of the populations established around a game ranch (Nazinga Game Ranch) into the ranch management operations. In addition, it proposes to set up an infrastructure for applied research and training which will be beneficial to other game ranching projects at the regional level.

Approved by: _____ Date: _____

On behalf of
the Government of Burkina Faso

_____ Date: _____

On behalf of
the United Nations Programme for Development

United Nations official exchange rate at date of last signature of the present document:
1 US$ = CFAF _____

PRELIMINARY NOTE

In order to avoid possible confusion between this project currently under preparation with funding from the GEF and the Nazinga Game Ranch Project, the following terminology choices have been made for purposes of this project document:

- The ongoing game ranching project at Nazinga is called the Nazinga Game Ranch Project or Nazinga Project.

- The project under preparation as described in this project document is called GEF Project.

These two projects overlap and the limits of their respective activities may be fuzzy at times. However, it must be emphasized that they are independent projects and that they will be managed differently, albeit under the responsibility of the MET.

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A CONTEXT

A.1 Sub-sector description

The concept of natural resource conservation has evolved from that of protection by means of exclusion to rational management and sustainable use, although actual examples are still rare. This evolution has been made necessary because of the rising cost of protection policies and because such strategies had few positive impacts on the local residents who derived benefits only rarely, and even then in very small amounts, from the national parks or similar preserves. This lack of perceived benefits was a source of conflicts between the population and government services and often resulted in poaching, encroaching on protected zones, crop damage, and other problems.

In the early 1960's, several projects based on the use of fauna were initiated in Eastern Africa. Most of these were lacking in technical information, which resulted in a tendency to neglect the basic differences between the breeding techniques applicable to wild fauna and to domestic animals. These projects did not succeed in promoting, and frequently not even considering, local population participation.

More recently several projects were initiated in Africa, in particular in Southern and Eastern Africa, with popular participation. Some have had remarkable success, such as the CAMPFIRE programme (natural resource management programme in communal lands) in Zimbabwe, LIRDP (Luangwa Integrated Natural Resource Development Programme) and ADMADE (Administration Design for Game Management Areas) in Zambia, and to a certain extent RADS (Remote Areas Development System) in Botswana, as well as the Nazinga Ranch itself.

The CAMPFIRE initiative in Zimbabwe is particularly interesting in connection with this project. CAMPFIRE was initiated by the Department of National Parks and Wildlife Management and is implemented jointly with the Ministry of Local Governments, Rural and Urban Development, the District councils, and several NGOs including WWF, CASS (Center for Applied Social Sciences), and the Zimbabwe Trust. CAMPFIRE is based on community participation wildlife management and programmes are set up so that the village communities can share in the management of animal resources as well as in the income derived from their exploitation. This is done through the intermediary of Village and Ward Department Committees which is the mechanism established in the mid-1980's in order to decentralize the decision-making and planning processes to the community level. Although there are provisions for the committees to develop their own wildlife management plans in the future, and despite the fact that they have been given free rein to set up such plans, so far they have only received part of the benefits and their actual participation has remained below initial projections.

Most of the community-based wild animal ranch initiatives were implemented in Eastern and Southern Africa and in the humid savannah areas. Few similar initiatives exist in Western Africa, and more generally in arid or semi-arid zones, although there is a vast potential for rational use of wild animals in these areas. A project in Côte d'Ivoire is not yet fully operational and is based essentially on tourism. The only functional wild animal ranch is the Nazinga project. It is therefore in a unique position to promote an approach based on rural communities, one which will encourage not only the selection of a few species, but also the conservation of a healthy, functional ecosystem based on biodiversity.

Despite these promising initiatives which underscore the value of community participation, wildlife resource management within a production context is not widely developed in Africa and numerous game ranches are managed as domestic livestock breeding operations, using in particular only a limited number of species, sometimes one or two. There is a paucity of experienced technicians, a blatant lack of training (neither of the two schools of Garoua, Cameroon, and Mweka, Tanzania, address the management of wildlife in semi-arid zones and the integration of biodiversity in their curriculum) In addition, the governments are not convinced of the potential benefits of wildlife ranching, and numerous donors are reluctant to fund the long-term programmes that are generally required to restore the animal populations before setting up rational production programmes.

There have been numerous projects in Burkina Faso aimed at the conservation of species and ecosystems. The country possesses national parks, nature preserves, and controlled hunting zones, which make it one of the leaders in the area of wild animal management in Western Africa.

The Government of Burkina Faso has been interested in game ranching since 1972. The Nazinga Game Ranch, created with the financial and technical assistance of a Canadian NGO, ADEFA (Association for the Development of African Fauna Breeding), was the first of its kind in Western Africa.

The ranch was co-managed by the Directorate of Fauna and Hunting of the MET and ADEFA until 1989, when the government became the sole manager. Since then, the situation has not been entirely satisfactory. The government is considering certain changes in management techniques so that the Nazinga Ranch can be successful and the ranch can serve as a model for other game ranching initiatives. It is now ready to involve the local population as full-fledged partners in the management and development of the ranch. At this point, the support provided by GEF would help maximize the lessons learned from experience not only by Nazinga and other game ranches in Burkina Faso, but also by other ranching projects in Western Africa.

The government wishes to maintain Nazinga as a pilot operation, with an important research component whose objectives, with GEF's assistance, will be to determine how to reach maximum productivity while keeping biodiversity within the game ranch systems, to train technicians to work in game ranching operations in order to provide them with the necessary information, to quantify objectively the game ranch economy, to ensure wide distribution of the information, to show how to involve the local communities effectively and substantially in game ranching operations, and to become a financially independent operation within four years in order to reach the above objectives with minimal external input.

The project will look for ways to optimize the integration of biodiversity into game ranching techniques without impinging upon profitability or even while improving it. In most cases, game ranching operations are, at best, based on a limited number of species, in particular in Africa (antelope and buffalo). The population control operations are often mono-specific, e.g. elephant, or buffalo, or hippopotamus, or lechwe waterbuck, or warthog. While these species have been the subject of close study and monitoring, very little attention has been paid to species with potential commercial value, or non-commercial species which are important to the ecosystems and biodiversity. The concern has always been to maximize productivity for a few commercial species, not to maintain biodiversity. These objectives, however, are not contradictory or mutually exclusive, as the promotion of biodiversity does produce an improvement in long-term productivity.

Albeit sometimes inadvertently, the systems as they are designed today can provide a haven for threatened or endangered species. In the case of Nazinga for instance, because of the intense poaching activities in the national park of Kaboré Tambi (Former Park of Pô), elephants migrated to the better managed and better protected Nazinga Ranch, which allowed them to survive in an area where their continued existence would have been unlikely. Therefore, wildlife ranches can have a beneficial effect on biodiversity conservation.

In addition to unexpected benefits, these areas could also serve specifically to maintain biodiversity provided the information and management techniques were available, which they are not at the present time. Multipurpose management would allow not only to conserve biodiversity but also to improve the viability of an ecosystem and would increase its long-term productivity.

Although game ranching operations have a more benign impact on the environment that do cattle ranches, their impact on biodiversity has never been quantified. The Government of Burkina Faso wishes to maintain biodiversity in these systems while meeting the needs of the local populations and promoting private sector involvement. Adequately managed game ranching operations could provide an excellent means to achieve this balance.

A.2 Host country strategy

During the preliminary discussions with the authorities of Ministry of Environment and Tourism, the issue of a gradual but real involvement of the populations in the management of the ranch was discussed and accepted as one of the underpinnings for the new MET policy regarding the GEF project. This approach is in line with the general policy of the Government of Burkina Faso which aims at achieving decentralization of the decision-making powers and increasing the participation of the private sector and the population and development.

Environmental policy framework

An information note issued by the MET, quoted below, provides a good summary of the country's new policy as regards natural resource management:

"After analyzing and assessing past experiences and the national context, since 1985, Burkina Faso has been developing an innovative process for purposes of the management of its renewable natural resources involving the grassroots communities and private partners, aimed at the following objectives:

- *sustainable development and biodiversity conservation;*
- *decentralization of the decision-making power and responsibilities;*
- *liberalization of ownership and management right of natural resources;*
- *individual and collective grassroots empowerment.*

The kiti on agrarian and land tenure reorganization in Burkina Faso reflects the will of the State to conduct its management policy in this area along these lines.

The State renounces its monopoly and grants the grassroots communities the right to manage the resources in their territories and the right of access to the resources of the classified domain. Private economic agents can also enjoy the right to manage the resources of the classified domain.

This new strategy is conducted according to a process which balances the public interest and the interest of the individuals by means of:

- *adjustments at the legislative level;*
- *reinforcing international cooperation and developing integrated actions at the regional level;*
- *awareness raising, training, and organizing the grassroots population and economic agents;*
- *implementing experimental actions;*
- *decentralizing power and responsibilities.*

Thus, the full empowerment of the population and economic agents will make it possible to complete this process. At that time, the population will have both the authority and legal power required to manage the resources of their territories and the organizational and technical capacities to initiate and carry out conservation actions.

The success of the present and future experimental actions will confirm the soundness of this strategy. The Burkinabè citizens have full confidence in its value."

A.3 Prior or ongoing assistance

The GEF/World Bank is financing a regional project for Burkina Faso and Côte d'Ivoire, GEPRENAF, whose objectives are very similar to those of the GEF project for Nazinga, but with a radically different strategy. This is a project for village management of natural resources aimed at conserving biodiversity outside of the traditional protected areas.

Several development projects of the village land management type are currently being implemented in the southern region:

- The Nahouri Village Land Management Project (Aménagement des terroirs du Nahouri/ATN) is interested more particularly in the eastern part of the province (Pô, Tiébélé), which is more densely populated. Actions are being considered in the project area under the form of pastoral development (as the area lends itself more to livestock breeding than crops). Only Koumbili receives support from the ATN Project.

- The Integrated Rural Development Project of the Sissili Province also concerns the most densely populated part of the province (trunk roads). The three villages adjacent to the ranch are therefore not concerned by the support granted to the village groups. Only a few collective infrastructure installations can be built within the framework of the project.

A.4 Subsector institutional framework

The Ministry of Environment and Tourism (MET) is responsible for the activities concerning the management of the fauna and protected areas, including game breeding. The MET formulates and implements the national policy for fauna management.

Within the MET, the Directorate of Fauna and Hunting is specifically in charge of the issues concerning the management and development of the fauna.

Various other ministries, including the Ministry of Agriculture and Animal Resources and the Ministry of Rural Development Cooperatives, have projects for the integration and empowerment of the population within similar activities, such as the management of classified forests for timber production or range management.

The third national seminar on the strategy of fauna conservation in Burkina Faso, which took place in Ouagadougou from December 13 to 15, 1993, gave details regarding the national policy in the area of fauna management:

- The State monopoly on the management of the fauna heritage is recognized but together with the development of partnership with the private sector and the village populations, which implies a revision of the current legislation;

- The organization for the marketing of meat of game animals must be developed;

- Various proposals have been made regarding the motivation and empowerment of agents and villagers; they consist essentially of an increase in financial support measures (subsidies, reinforced specifications, etc.);

- The general policy applicable to the management of wildlife zones must be reviewed and clarified and the objectives more specifically defined;

- The legislation regarding sport hunting must be revised;
- The Village Hunting Zones should be reexamined within a consultative framework, in order to better appreciate the results of this policy which appears to be lacking in efficiency;
- The lack of knowledge regarding the fauna heritage, its use, and its potential has been underscored;
- The village communities do not receive sufficient economic fallout from the fauna sector.[1]

The seminar did not address a number of themes that had been underscored by previous seminars, such as: the reasons for the inefficiency of numerous field agents and supervisors; the lack of a clearly defined policy at the ministry level and the discrepancy between the official strategic components and the actual measures as applied; the confusion regarding the responsibilities shared between the ministry, institutional support, and the production sector, which is not the State's responsibility; the negative image of the water resources and forestry authorities in general and external entities. These issues do, however, remain among the key success factors of wildlife management and development programmes; they are of primary importance within the context of this project.

A.5 **Project site description**

The Nazinga Ranch extends over an area of approximately 940 km^2 and is located only 5 kilometers away from the National Park of Kaboré Tambi (approximately 3,000 km^2). Over these last few years, the yearly rainfall ranged between 1,100 mm in 1982 and 753 mm in 1985. A major river, the Sissili, and two smaller ones, the Nazinga and the Dawélé, run through the ranch; they are temporary streams and they disappear in the dry season except for a few water holes. Eleven permanent small dams have been constructed within the ranch territory.

The ranch is located in a transitional zone between the Sudano-Sahelian zone (open wooded savannahs) and the Sudano-Guinean zone (Guinean wooded savannah). Because of the shallowness of the arable soil, the general aspect is characterized by dense shrubs with high perennial grasses in the open areas. The main tree species are Vitellaria paradoxa, Terminalia sp., Combretum sp., and Acacia sp. There are gallery forests along the streams. The fires are an important component of the ecosystem: around the ranch, close to 60% of the vegetal cover is burned every year (of which 90% in December). The grass cover (essentially Andropogon ascinodis, A.gavanus, Schizachrium sp.) has little nutritional value which is one of the reasons the pastoralists burn them in order to promote more palatable new growth. Most of the animal populations established in the zone outside the ranch are now threatened or extinct because of over exploitation. In 1982, the animal density within the territory of the Kamboré Tambi park and its buffer zones was 135 kg/km^2, about one eighth that of the ranch (935 kg/km^2). Today, the density within the ranch (2,000 kg/km^2) is approximately 16 times greater than outside the ranch.

Since a systematic reliable animal census was initiated in 1983, certain animal species have increased noticeably, mainly as a result of the protection against poaching and of immigration from peripheral non-protected zones:

1. It must however be stressed that no economic study has ever been conducted in this sector. Similar studies conducted in neighbouring countries have revealed the unsuspected importance of this sector, frequently an informal one.

SPECIES	Numbers in 1983	Numbers in 1987	Variation
Hartebeest	307	811	+164%
Baboon	646*	1,293	+100%
Defassa waterbuck	264*	445	+69%
Warthog	3,035	5,044	+66%
Elephant	325*	487	+50%
Roan antelope	1,491	2,155	+45%

* 1984 data

The management techniques adopted allowed restoration of a high animal population density compared to the non-protected zones but resulted in a reduction of some others, perhaps of important ecological value:

SPECIES	Numbers in 1983	Numbers in 1987	Variation
Oribi	2,294	1,736	-24%
Grimm's forest goat	1,194	1,138	-5%
Harnessed bushbuck	811	788	-3%

Lions, leopards, jackals, civets and caracal exist or perhaps existed in the ranch but the carnivore populations have not been surveyed. Other species such as the aardvark, aulacode, porcupine, African hare, apes and monkeys and numerous others with no commercial interest (for the time being) had not been surveyed.

Buffon cobs disappeared from the area in 1975. Eight individuals coming from the Arli Park were reintroduced in 1983 and their number rose to 25 four years later.

The construction of small dams in the ranch seems to have had a positive effect on the fish. The dams have increased the average carrying capacity in the ranch enabling a greater number of animals to remain on the ranch year round.

Fire management also had a positive effect on the animal populations and on species diversity as a result of slow fire control.

Several research programmes were initiated on the ranch. They are concerned with the phenology and the vegetation cycles of certain grasses and trees (in particular in connection with the fires and the use by the fauna), productivity and the nutritional value of the six major habitats located within the ranch (carrying capacity factoring in the fires), and animal behaviour, nutrition and occupation of the various habitats. Most of this research has direct implications for the management of the ranch.

Some 20,000 people in 54 villages are established around the ranch. Most of them are Gourounsi (Kassene and Nankana), with some Bissa, Fulani and Mossi. The Gourounsi are traditionally grouped in small villages in the centre of small cultivated fields. Farming remains of the traditional type, base on maize and yam

crops for subsistence. The Mossi and the Fulani are more widely scattered, in particular the latter who are frequently nomads. Extensive nomadic cattle "ranching" and small ruminant husbandry are practiced in the area. The population tends to be on the increase due to Fulani and Mossi immigration.

B PROJECT JUSTIFICATION

B.1 Problems to be addressed and present situation

The economic benefits of game ranching are now generally recognized and increasingly larger surfaces of land are devoted to that use in Africa. These areas hold an underestimated potential to increase significantly the presently limited areas where biodiversity can develop. Thanks to game ranching, this could be accomplished without increasing the surface area devoted to national parks, which are still perceived as areas excluding land use for human purposes. Land use poses a difficult dilemma for numerous countries confronted with the urgent needs of their citizens while also desirous to protect their environment. Well-managed game ranching could provide an excellent mechanism to strike a balance between ensuring the conservation of biodiversity, meeting the needs of the local communities, and, in certain cases, promoting the participation of the private sector in biodiversity conservation.

Traditionally, wild animal ranches are based in Africa at best on a small number of species, mainly large antelopes and buffalo. Animal population cropping operations are based essentially on one single species, e.g. buffalo, hippopotamus, elephant, lechwe or warthog. While these few species have been studied and surveyed in relatively great detail, very little attention has been given to other species with potentially important commercial interest, or to non commercial species which are nevertheless important for the good operation and diversity of the ecosystems. To date, the only concern in game ranching has been to maximize the production of a few commercial species, not to conserve biodiversity. These two objectives, however, are not mutually exclusive. On the contrary, the promotion of biodiversity conservation improves the long-term productivity of the system.

In addition to the occasional benefits afforded by game ranches and biodiversity, these areas could be managed specifically with a view to conserving biodiversity, if the information and management techniques were available, which they are not at the present time. A diversified management of these areas would serve not only to conserve biodiversity but could also in the long term improve the functions of the ecosystems and their sustained productivity.

The Government of Burkina Faso has been involved in game ranching since 1972. The Nazinga Game Ranch was established with the financial and technical assistance of a Canadian NGO, ADEFA. Nazinga was the first project of this type in Western Africa and is still unique in the region although several initiatives are being considered, among which various private operations.

The Directorate of Fauna and Hunting (Direction de la Faune et de la Chasse/DFC) of the MET and ADEFA co-managed the ranch until 1989, at which time the government became the sole manager. Since then, it is clear that the situation has not been entirely satisfactory. The production structure is presently degraded and the profitability of the Nazinga Ranch is not presently assured. The government is attempting to determine how the management of Nazinga could be altered in order to make the ranch operations successful so that it may serve as a model for other initiatives aimed at using the fauna in the country. The government is gearing up to involve the local populations as full-fledged partners in the management and development of the ranch. This, however, requires prior restoration of the production tool. The GEF support at this point would help guarantee that not only the Nazinga Ranch and the other ranches in Burkina, but also of all such African projects can derive maximum benefits. The project will also help the MET identify the economic partners whose inputs could help revitalize the production sector.

The government wishes to maintain Nazinga as a pilot operation with an important research programme which, with GEF support, will determine how best to ensure maximum productivity in the area while promoting biodiversity in the system, show how to integrate effectively the local population in ranching operations in Western Africa, and objectively quantify economic data (using natural resource accounting). The ranch will also be responsible for distributing the information on the rational management of game ranches in the area, training the villagers, technicians and managers in charge of ranching operations, and demonstrating that game ranching operations can become both profitable and environmentally friendly.

B.2 Expected end-of-project situation

At the end of the GEF project, the Nazinga Game Ranch will again be functional, with its production operations sub-contracted to private companies according to definite specifications guaranteed by the council of partners.

The GEF project will have established a functional applied research unit which, in cooperation with specialized national and international institutions, will be able to take over the aspects of applied research for the conservation of biodiversity in game ranching projects or similar projects in the country and in the sub-region. This research entity will be independent from the production operations, but will work in close cooperation with it. The coordination between the technical components and research will initially take the form of an exchange of services between both entities, with the research component providing a technical service and the production component housing and work facilities. This arrangement will eventually lead to a more formal contract when both entities are established financially. The research entity will initially be managed by the GEF Project Manager assisted by the CTA, before an independent director is identified and recruited and specifically given management responsibility for this entity, independently from the production component. The research programme will be subject to the approval of a scientific committee (see paragraph on "Monitoring and evaluation").

The population groups established around the ranch will have received training, enabling them to participate gradually as full-fledged partners in the decision-making process for the management of the production component of the ranch. They will have been organized as a legal entity enabling them to act jointly as partners of the government and of other entities for the management of the game ranch and ultimately as managers of the ranch production operations. Village participation will be encouraged but not imposed upon the villagers. Awareness-raising and training activities will be conducted by an existing extension entity, e.g. a specialized NGO or a project active in the area. The village hunting zones will be managed according to the will of the villagers, either by including them in the ranch development plan or by helping the villagers implement their development programme for these areas. The GEF project could conceivably provide some help for the establishment of some social or development infrastructure installations by the villagers, but in the form of exchanges with the villagers. These activities will then need to coordinate with the five-year development plans of the Nahouri and Sissili provinces.

B.3 Target beneficiaries

The primary beneficiaries will be the local populations who will be trained and organized in order to be able to participate in the management of the production sector of the Nazinga Ranch and who will benefit from a gradual transfer of responsibilities.

The government will also use this project as a model for its decentralization and local population and empowerment policy. The applied research entity will also enable it to pursue biodiversity conservation activities in systems other than the traditional protected areas and to maintain its leadership in the use of national resources in Western Africa, as regards both the technical and socio-economic aspects.

The University of Ouagadougou will exercise supervision through the Steering Council and the Council of Partners as regards the research activities in Nazinga, and the Applied Research Institute of the University will enter into an agreement in order to allow the former to benefit from the administrative recognition of its teaching and the University to have infrastructure installations and services where it will be able to assign trainees, students and researchers.

The international community will benefit by being provided with a model for a project balancing long-term economic productivity and the conservation of natural resources and of biodiversity in particular.

B.4 Project strategy and institutional arrangements

Project strategy

The project will help set up a ranch management organization different from the existing one. The basic idea is that the ranch production operations must be redesigned as a commercial type enterprise, while respecting the sustainable conservation of the exploited and non exploited natural resources in the ranch, namely the entire ecosystem including man.

This is a novel approach, one which will require the support of the research component which will be the responsibility of the Institute of Applied Research.

Annex 6 provides a detailed description of the membership and roles of the various entities to be established: the Steering Council, the Council of Partners, and the Executive Council (*Conseil restreint*).[2]

The main body of the new organization will be the Council of Partners. The legal status of the Council remains to be defined and its membership is likely to undergo gradual changes reflecting the evolution of the partners. It will initially include *ex officio* the representative(s) of the Government (under the chairmanship of the MET, at least initially) and of the donor institutions (UNDP would participate throughout the five-year duration of the GEF project) and gradually of the following entities :

- the scientific and technical institutions concerned
- the village organizations
- the NGOs concerned, as appropriate
- the partners from the production sector, etc.

This management entity will act as a governing board and will be convened periodically or upon request in order to make important decisions regarding the operation of the GEF project. The decisions as regards the daily operations will be left to the partners in charge (Ranch and GEF Project management team). All partners will not necessarily have equal decision-making power and the number of votes of each partner will be revised from time to time. The rules and regulations will be established during the early stages of the implementation of the project. The village entities will need to be represented from the very outset but as observers without voting rights, until the awareness-raising and training programmes have become effective. The structure and membership of this Council will be variable, the basic idea being to aim for an eventual transition to a private or a semi-private entity for the production sector, or even a gradual transition to village management.

[2] At the MET's request, the terminology adopted for the various administrative entities has been harmonized with that of the GEPRENAF project.

The Council of Partners will be able to consult, at its request, with eminent scientists in the area of biodiversity, wildlife management, social sciences, plant sciences and ecosystem ecology, will supervise the research activities, and will be responsible for the ongoing control and monitoring and evaluation of the activities of the Institute and provision of advice as regards the management of game ranches. In addition, it will participate in the evaluations and the results thereof will be widely circulated. This Council will specify the project action policy and will approve the decisions made by the Executive Council (management entity) at its regular bi-annual sessions or extraordinary sessions.

A Steering Council, consisting of the Minister of Water Resources, Forestry and Tourism, the UNDP representative and the Chancellor of the University, or their representatives, will see that the project policy is adequately applied; it will act in an advisory capacity and will solve such disputes as might arise within the Council of Partners. It will convene upon request and will participate in project evaluations.

The project as a whole will be controlled in the field by the Executive Council. This council will include the GEF project Manager, representing UNDP, the Ranch Manager, representing the MET, a representative of the neighbouring populations, a representative of the private sector, and the Director of the Research Institute, as well as independent observers as appropriate (national and international NGOs for instance).

The research unit will be entirely independent from the Ranch production component. It will be headed initially by the Chief Technical Advisor (CTA), then by the Scientific Director who will be selected jointly by the MET and UNDP. The Scientific Director will be a scientist, not a public servant as he will be paid by the project initially then by the Research Institute. The Institute will be managed by the CTA initially, then by the Scientific Director. It is important that this Institute remain technically independent from the MET, although working in close cooperation with it, in particular for the monitoring of its applied research programme. A host organization specialized in research or training will be identified: this could be the University of Ouagadougou, with which an agreement would then be signed. This would make it possible to give official value and recognition to the teaching and training courses conducted at the Institute. A contract will also be entered into between the Nazinga Ranch and the Research Institute: the ranch will undertake to provide help and technical assistance to the Institute, to apply the recommendations issued by the Institute, to grant the necessary authorizations to the Institute to work on the ranch, and to provide the required installations to house the Institute staff, as well as water, electricity, and wireless equipment required for its operations. The Institute will undertake to help the ranch in its applied research initiatives and will train and retrain MET staff.

The Institute will be responsible for all research activities at the project: biodiversity, productivity, socio-economic aspects, etc. It will be expected to act as a catalyst and to facilitate actual cooperation with other applied research institutions or entities, both national and international: the various burkinabè universities and research centres, ORSTOM, and other institutions have been contacted and have shown great interest in such an organization, a unique one in Burkina Faso. The GEPRENAF project could also allow for a joint development of certain activities.

Fig.1: Management entities of both projects and their interactions

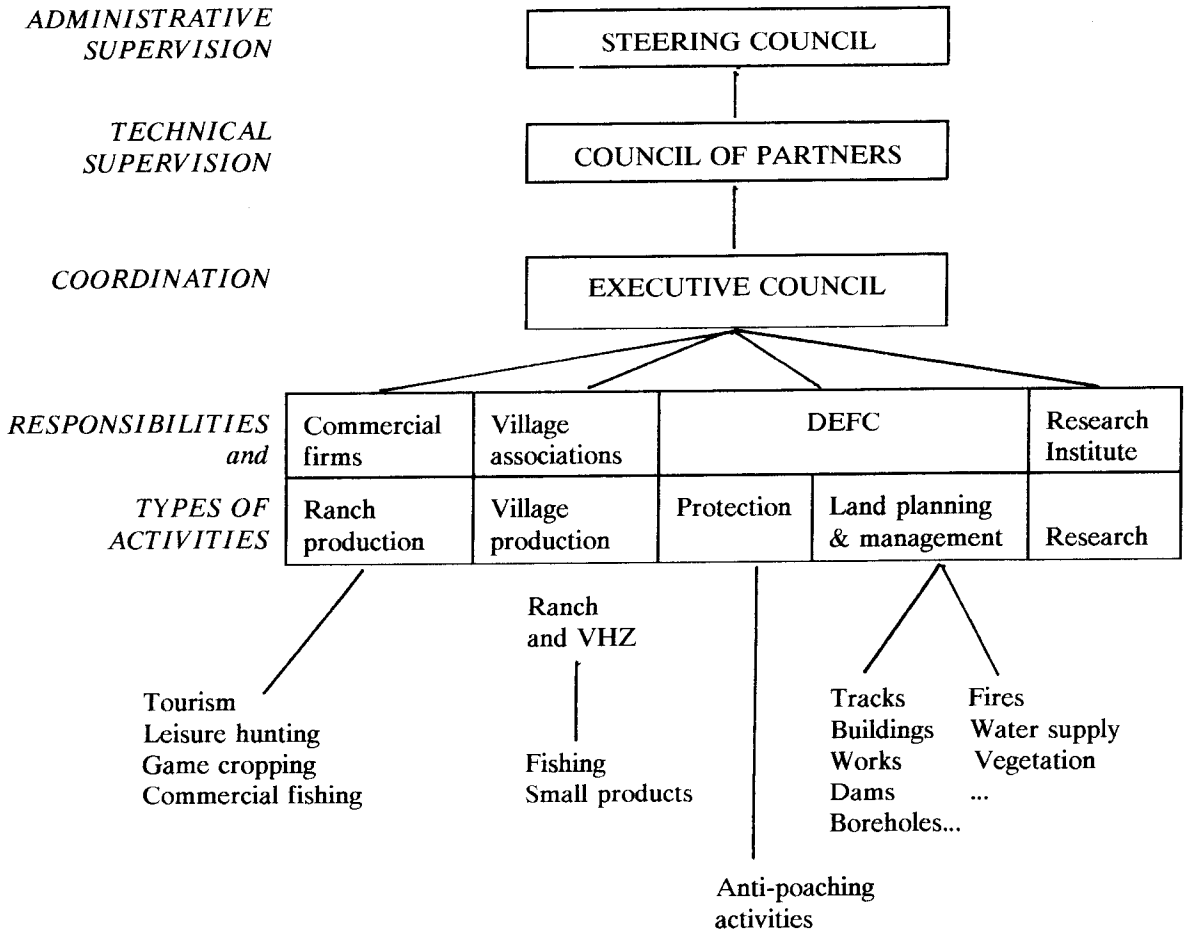

Fig. 1: Management entities of both projects and their interactions

This organizational chart shows the relationships between the various entities which will have a part in the completion of the project:

- The upper level indicates the administrative responsibilities, embodied in the Steering Council, consisting of the representatives of MET, UNDP and the University of Ouagadougou. The Steering Council will be convened upon request to define the main policy thrusts of the project and will act in an advisory capacity.

- The second level is that of the technical supervision entity, i.e. the Council of Partners, described above. It will meet every six months in order to approve the decisions to be implemented by the Executive Council. It will act so to speak as the project Board of Directors.

- The third level represents the implementation unit in the field: the Executive Council, consisting of the Ranch Manager, the GEF project manager, and, as they are identified, the Director of the Research Institute, the villagers' representative, and the private sector representative. This Council will be based in Nazinga and will make the day to day decisions required for the project development; it will report to the councils of levels 1 and 2 for important decisions or for arbitration of conflicts.

- The last level indicates the responsibilities and types of activities to be conducted by each entity: protection and management/improvement for the DFC, applied research for the Institute, production for the private partners. The horizontal interrelations between the various sectors are not shown but will be ongoing. Each entity will have its own internal hierarchy as required for the completion of the activities entrusted to it. For instance, the organizational structure of the Nazinga Ranch project could either be kept in its present state or modified as the DFC will see fit.

Implementations arrangements

The implementation of the various project components will be the responsibility of the MET, but some of the components will be implemented directly by UNOPS in New York. These components include:

- Recruiting international staff (Cluster 1)
- Recruiting international consultants (Cluster 1)
- Recruiting the UNV (Cluster 1)
- Arranging international missions (Cluster 1)
- Evaluations (Cluster 1)
- Providing fellowships/scholarships (Cluster 4)
- Organizing study tours (Cluster 5)
- Procurement of vehicles, with local purchase (Cluster 6)
- Procurement of solar panels and specialized equipment (Cluster 7)

The other activities will be managed directly by the MET, including local contracts, recruiting national staff and consultants, procurement of equipment other than that specified above, organizing internal missions, etc.

A number of activities will gradually be transferred to other partners as they become identified and as they participate in the GEF project.

Monitoring and evaluation

The GEF project will be placed under the direction of the Council of Partners chaired by the MET. The field implementation team will consist of the team of MET forest engineers and the GEF project staff (CTA).

The project will implemented in two phases, each of which will be subject to an evaluation performed by an independent entity. The first evaluation will take place in Year 3 of the project; the second evaluation will take place at project end. The phased evaluation will make it possible to introduce the necessary corrections/changes in certain activities should their results not meet expectations.

Demonstrated value and replicability

This project will show how biodiversity can be conserved in game ranching systems. Replication of this project elsewhere in Western Africa or in other areas will be facilitated thanks to the applied research unit based in Nazinga which will be in charge, *inter alia,* of the distribution of information and training at the subregional level.

Long-term potential

The execution of the GEF project will involve the government, the private sector, including village associations, and the national and international research entities with expertise in biodiversity, which will be represented on the advisory and monitoring committee.

Cooperation with the GEPRENAF project funded by the GEF/World Bank in Burkina Faso and in Côte d'Ivoire will be instituted in order to compare the results of both experiments and to coordinate the human and financial resources available to conduct a number of activities.

This project will help ensure that the game ranching initiatives be self-sufficient in the long term, and will also encourage the use of more varied and more stable ecosystems.

The various partners will be able to benefit from the past experience of the Nazinga project to apply management strategies taking into account the long-term conservation of biodiversity.

The creation of a funding mechanism in the medium term for the Institute, to allow the transition from GEF funding to self-financing or funding by other entities, would be desirable in order to ensure the Institute's operation at minimum level for the first ten years while allowing for a gradual development of the activities and work programmes with other institutes, both national and international, which will lead ultimately to a self-sufficient operation of the Institute. The creation of a trust fund could be envisioned in the long term, using funds earmarked in the "Scientific management" subcontract. This particular component could be set up in cooperation with other donors.

B.5 Rationale for GEF-UNDP assistance

This project proposal is aimed at determining how to maximize the ecological and economic benefits to be derived from game ranching systems. Although there are numerous such initiatives at the global level, none of them takes into account the impact of ranching on biodiversity or the effects of biodiversity on game ranching. Neither have they attempted to describe or apply an approach aimed at optimizing biodiversity in these systems, as the present innovative project would.

Unless there arise serious reasons to change, traditional game ranching will continue as it is now practised, using a limited number of species with commercial interest while paying little attention to the conservation of biodiversity in their system. This project proposal focuses on the integration of biodiversity in game ranching systems in the semi-arid zones in Africa. The arid and semi-arid zones are currently under-represented in the GEF portfolio, as pointed out by STAP in 1993. STAP encouraged African initiatives in these areas aimed at coordinating the activities funded by GEF, hence the importance of cooperating with the GEPRENAF project, and also stressed the need to identify projects with development objectives linked to conservation objectives. The present GEF project provides an excellent mechanism to strike a balance between socio-economic development and biodiversity conservation.

B.6 Special considerations

It is important that the production side of the ranch operations follow the evolution of the GEF project concept, as the latter is predicated on the presence of a functional and profitable game ranch. Some of the activities will be supported by the GEF project, in particular as regards the restoration of a number of infrastructure components and the creation of legal structures, but the production activities will need to be devolved to the private sector with participation of the government as a guarantor and custodian of the specifications.

The GEF project could cooperate in several of the activities envisioned with the GEPRENAF project funded by the GEF-World Bank, scheduled to begin shortly in the Comoé province. This project is centred on village participation in the management of natural resources and comprises activities similar to those of the GEF-Nazinga project.

B.7 Counterpart support capacities in the host country

The government is currently the sole manager of the Nazinga Game Ranch. The new approach as envisioned will imply changes in some of the basic concepts at the management level and require retraining of the agents now on staff. A more specific training programme on the issues of biodiversity conservation within the context of a production system will have to be conducted for the ranch supervisory personnel, the representatives of the local populations and the MET executives.

The role of the government in this kind of production project needs to be clearly defined at the MET level. It should be determined whether the State should intervene directly in the production sector or whether it should retain its prerogative as an institutional manager of the project? Its role in the monitoring and anti-poaching efforts is recognized but its management of a production sector has heretofore proven unsuccessful.

Obviously this new concept will require considerable support from the MET in its initial phase, both on the political and institutional levels and on the technical and administrative levels. A firm commitment from the government has been requested and granted, as has an agreement on this new ranch management policy.

C DEVELOPMENT OBJECTIVE

The main objective of this GEF project is to determine how to optimize biodiversity conservation in wildlife ranching systems, and more particularly in those systems that are located in the arid and semi-arid zones of Western Africa. The GEF project will focus mainly on the research and training aspects within an existing production organization.

D IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

D.1 **Immediate objective 1:** Define and apply a replicable approach to integrate biodiversity within the Nazinga Game Ranch.

Output 1.1: An analysis of the impact of traditional game ranching on biodiversity (both animal and plant);

Activities:

- Draw up a list of the species of essential interest for biodiversity although with no commercial value.
- Evaluate the impact of the management activities and commercial operations on these species and vice versa.
- Propose solutions to the problems and integrate them within an action policy in concertation with the operational component.

Output 1.2 An analysis of alternative management systems to improve biodiversity and biodiversity conservation in the short and long term;

Activities:

- Determine the optimum levels and components of biodiversity in these systems (taking into account ecological and economic considerations).
- Analyze strong and weak points in the present system, in close cooperation with the production component, with particular consideration being given to water management, vegetation management (fires, clearings, elephant impact, etc.).
- Examine the various options previously proposed in the context of biodiversity conservation and profitable commercial exploitation of the Nazinga Ranch.

Output 1.3 Implementation of a management programme such as to develop biodiversity within a game ranch as much as possible, for species both with and without commercial value.

Activities:

- Define the legal status for the ranch management entity; create a Council of Partners; grant official status to the management committee.
- Define the broad orientation of the applied research programme;
- Prepare short-term (five years) and medium-term (10 years) management/improvement plans, taking into account biodiversity aspects.

- Promote the balance of economic and environmental aspects with optimum levels of biodiversity in game ranching systems.

Output 1.4 An efficient production entity to serve as a basis for the GEF project.

Activities:

- Participate in the rehabilitation of the production plant; restoration of the tracks, repair of a dam; reconditioning of the degraded equipment and some buildings.

- Review the specifications for the various production sectors; evaluate the cost of maintenance of major infrastructure elements (tracks, dams, etc.) for each sector in order to pass them on to the operators as user charges.

- Participate in the maintenance of some infrastructure elements.

- Improve the internal and external communication networks (wireless equipment, etc.)

- Identify and participate in the selection of the partners for the production sector.

D.2 **Immediate objective 2:** Help develop an entity in charge of research applied to the management of game ranches in order to optimize biodiversity, training in game ranching at the national and regional levels, and dissemination of the outputs.

Output 2.1 A research institute to conduct applied research, disseminate the outputs in the area, organize workshops on the implications of research on management, and provide training in the conservation of biodiversity in connection with game ranching.

The Institute could ultimately become the core of a network specializing in biodiversity for game ranching projects.

Activities:

- Develop the necessary infrastructure; restore the existing building (the former "Ecology Centre"); repair and/or build housing facilities for the staff and temporary housing accommodations.

- Provide the minimum equipment required for the Institute to conduct applied research in the field and training activities: furniture, computer, small basic equipment, etc.;

- Set up an embryonic specialized library;

- Define a programme for priority applied research;

- Contact the national and international scientific institutions likely to cooperate in the implementation of the research programme and participate in the preparation of contracts with these institutions;

- Grant research fellowships for African students/scientists;

- Provide technical experts for short- or long-term missions in similar projects in the sub-region.

Output 2.2 A qualified competent staff, adequately trained and aware of the GEF project objectives

Activities

- Identify the minimum required profiles for the director and staff during the GEF project as well as after project completion in order to ensure durability.
- Recruit the director and staff.
- Train or retrain the existing staff in order to enable them to understand the biodiversity conservation activities and rational, balanced use of the ecosystems.

Output 2.3: An exchange of information and a unit for the dissemination of research outputs and management innovations in Western Africa.

Activities:

- Organize study tours for the ranch managers to other similar projects.
- Host the managers of other projects for visits to the Ranch and participation in training workshops and seminars;
- Conduct an economic study on the market for the bushmeat and by-products in the country;
- Prepare and disseminate specific information materials on the GEF project with different publication levels: technical documents, scientific publications, popularization, etc.

Output 2.4: Additional funding sources identified to cover the recurring costs of the Research Institute.

Activities:

- Set up a transitional funding mechanism to finance a minimum operation capacity for the Institute before it reaches self-sufficiency;
- Prepare a work and cooperation plan with other institutes in order to finance specific research programmes;
- Contact and involve target projects able to use the expertise of the Institute, for valuable consideration, in order to set up their own applied research programmes;
- Contact potential donors for financial participation in the monitoring of some long-term scientific activities initiated by the GEF project or for cofunding of the projected trust fund.

Output 2.5: A well-defined institutional organization and legal status

Activities:

- Place the research unit within an establishment totally independent from the commercial management of the Ranch;
- Identify the best legal structure for the Nazinga Ranch and clarify the current situation: property of the State, of ADEFA, of the villages or rural zones, etc.

D.3 **Immediate objective 3:** Help develop a model partnership between the government, the private sector, local population groups and NGOs in a sound commercial operation for the use of wildlife and biodiversity conservation;

Output 3.1: A legal and logistics system for the participation of village communities in ranch management activities;

Activities:

- Create the legal and administrative entity which will represent the rural populations and defend their interests in the actual participation in the administration and the management of the production component and the transfer of financial income to them.
- Train village representatives.
- Revive the village committees and their involvement in VHZ management.

Output 3.2: An advisory and monitoring committee supervising the research activities.

Activities:

- Select the committee members among national scientific personalities and representatives of the government, specialized NGOs, research institutions, etc.;
- Hold a seminar to adopt the research programme;
- Keep the committee members informed of the progress of the activities and hold an information meeting once a year.

Output 3.3: An awareness-raising campaign in the surrounding villages, including in the schools

Activities:

- Identify clearly the problems linked to the ways the villagers perceive the Ranch;
- Elaborate a public information and education strategy and programme for the population.

D.4 **Immediate objective 4:** Help the Nazinga Ranch reach its objective of integrating the rural population groups in an efficient system for land and natural resource management;

Output 4.1: Specialized, competent human resources involved in rural community animation

Activities:

- Enter into a cooperation agreement with an entity specializing in rural development and sociology to provide advice on this programme;
- Train and assign one communication officer and two rural community workers to the Nazinga Ranch, strictly for rural animation activities;

- Draft cooperation agreements to be signed with the public services and the projects of both provinces with linked intervention areas:

  . The field agents of the Ministry of Environment and Tourism (Provincial services for the Central and West-Central districts), of the Ministry of Agriculture and Animal Resources (Directorate of Producers' Organization and Professional Training and Directorate of Agricultural Extension), and of the Ministry of the Interior;

  . The two provincial planning and development committees;

  . The Nahouri Village Land Management Project (ATN);

  . The Integrated Rural Development Project of the Sissili Province;

  . The GEPRENAF project in the Comoé Province.

Output 4.2: Restored and reinforced trust between the population groups and the Nazinga project

Activities:

- Conduct a preliminary, limited socioeconomic study in order to be able to assess the impact of the Nazinga Ranch project;
- Participate in and support the creation of communal infrastructure installations by the villagers;
- Prepare the village entities for communal management;
- Organize the women into fishing groups so that they may obtain maximum income and social benefits for the Ranch waterholes;
- Establish tighter relations between Nazinga and the population groups.

Output 4.3: An intervillage organization as partner of the Nazinga project

Activities:

- Inform the villagers and train their representatives in practical ranch management activities;
- Train village representatives in practical management tasks related to the Ranch production component and in participating in the decision-making process regarding the management of this component.

Output 4.4: Modified behaviour of the rural population groups with regards to the management of their natural resources

Activities:

- Implement a village training programme in cooperation with a specialized NGO and/or government entities;
- Produce audio-visual aids;
- Educate and train the residents of the concerned villages.

D.5 **Immediate objective 5:** Strengthen the national capacities in ecologically sound game ranching, both within the government and the local population.

Output 5.1: Trained, competent villagers, technicians and management staff involved in game ranching

Activities:

- Establish a specific curriculum in cooperation with one or several national education institution(s) (university, IDR, NGO, etc.);
- Hold training sessions, conferences and retraining courses;
- Develop the on-the-job training component at Nazinga for MET management staff.

Output 5.2: Ranch staff, and university trainees or individuals trained in the administration and economic management techniques (including natural resource economy);

Activities:

- Include biodiversity conservation issues in the training, education and awareness-raising programmes implemented within the Nazinga project;
- Fund scholarships for study abroad for high-level management staff within the new framework of the GEF project;
- Provide funds for the training of wildlife specialists at the Garoua Wildlife School.

E INPUTS

E.1 Government inputs

The government undertakes to set up promptly a transitory management unit which will manage the Nazinga Game Ranch. This unit will be responsible for laying the foundations for a permanent management entity which will gradually take over during the course of the GEF project, in accordance with the policy specified earlier.

The government will provide basic personnel for the Ranch, consisting of a team of no less than seven ranchers, as well as rural extension agents/social workers (technician level), in addition to the staff listed in Annex 2. The government undertakes to ensure continuity at the staff level in order to allow a higher efficiency of the training activities and better follow-up with local populations.

E.2 UNDP inputs

UNDP undertakes to provide the government with the budgeted funds according to the Work Plan shown in Chapter 10. These funds will cover the cost of setting up a coordination unit (CTA, ancillary staff, Director of the Research Institute at project end, and specialized consultants), the restoration of the major infrastructure components serving the various sectors, among which the production sector (dams, tracks, etc.), creating and operating the Applied Research Institute, implementation of a training and awareness-raising programme for the village populations, provision of logistics and financial assistance to students/research staff to implement the applied research programme.

F RISKS

Risk	Explanation	Action required
Change in government policy	The decentralization policy currently conducted by the government is in its initial phase and could conceivably be modified in the future.	The legal structure and the provisions regarding the actual participation of the rural population will need to be clearly defined in the very early stages of the GEF project in order to protect the interests of all partners.
Incompatibilities between the current production organization and the new population participation policy	The transfer of the management of the production component can take place only if the economic situation of the Ranch is solid enough to allow a take-over by private individuals whose income level is not high enough to invest heavily in the production entity.	Economic partners other than the GEF should be contacted by the government in order to boost the ranch production sector: professional hunters, tour operators, professional traders in bushmeat and by-products, etc.
The MET refuses to assume its new responsibilities	Initial negotiations with the MET regarding this new GEF project have revealed some reluctance and the existence of dissensions within the Ministry.	A very strict commitment on the part of the government should be obtained before project start-up. The development scheme of the GEF project will need to be clearly presented and discussed with MET management staff at all levels in order to avoid misunderstandings and to alleviate tensions.
Lack of sufficient interest of the local population	The local population groups now show some reservations as regards the Ranch which, they claim, failed to deliver on its development promises. This could lead to a lack of interest on the part of these groups in taking over the management of the Ranch production component.	A programme aimed at restoring the trust and exchanges between the local population and the ranch must be implemented during the early stages of the GEF project. A public information and training campaign will explain the purposes of both projects and the need for tight cooperation.
Refusal from the local population to participate within a single management entity	Contrary to other areas of the country, there is no strong tradition of village cooperation in this area. There are numerous intra- and intervillage rivalries, which could act as roadblocks making the creation of a management unit difficult.	An information/awareness-raising programme will be launched at the very beginning of the GEF project. The work environment, individual responsibilities and mechanisms for the distribution of tasks, income, etc., will be discussed and negotiated with all the villagers. Democratic type elections will be promoted in order to ensure the participation of all village representatives, rather than just the most powerful factions.

Risk	Explanation	Action required
Income from the Ranch is insufficient to maintain interest on the part of the population	The current Ranch production unit is still relatively fragile and the income fairly low. Distributing the profits now might weaken the unit which still needs capital investments.	A partner in the Ranch who would assume responsibility for the production component must be identified promptly. The traditional government donors must be contacted promptly.
The success of the operation might cause an increase in immigration in the area	The population established around the Ranch is not very large. An anarchic increase in the population would only serve to aggravate existing problems on the Ranch and bring about a dilution of the profits.	A socioeconomic survey must be conducted at the beginning of the project. The modes of distribution of Ranch profits will need to be discussed and established by the population groups themselves, who will then be a position to accept or reject the risk of an increase in the resident population.
The lack of efficiency of certain field agents and managers could jeopardize the outputs of the activities undertaken	Certain staff members of the MET do not perform their duties adequately and this has already resulted in serious problems at the Ranch level.	The MET must undertake to assign informed, competent agents to the Ranch. The agents whose performance is not satisfactory will ultimately need to be replaced after consultation between the MET and the Ranch team.
The lack of a clear policy at the MET level and the discrepancies between official strategy elements and actual activities introduce some confusion.	The government policy and its role in ranching types of activities are not clearly defined in the fundamental legal texts and the few existing strategic elements are often interpreted by each party according to its needs.	It will be important to establish a strategic support document after broad concertation exercises between the various partners: the MET, other government agencies, private sector, donors, etc.
The confusion of responsibilities between the Ministry, in charge of institutional support, and the production sector, not within the State's purview, is a source of conflict.	The MET is attempting to manage directly a production unit, which is not the responsibility of a government entity. In addition, the MET provides maintenance for certain infrastructure installations without passing on the costs to the users.	The MET must focus on the institutional aspects and the supervision of the production sector and leave the actual production tasks to specialized enterprises. The specifications must be revised and include a mechanism to pass on the infrastructure maintenance costs to users on a prorated basis according to actual use.

Risk	Explanation	Action required
The negative image of the Water and Forestry Service as a whole with the population and the outside world may make it difficult to attract some investors.	The various past histories of the contracts managed by the MET have inspired some suspicion on the part of serious investors. In addition, the unsatisfactory performance of former ranch managers has left some resentment.	The MET will need to allow greater leeway to the Management Committee which will be empowered to act in its behalf and to make normal official contract offers for the selection of the operating companies. The contract terms will also need to be sufficient duration in order for the operation to be attractive to investors.
Insufficient development of the Applied Research Institute	The activities of the Applied Research Institute might experience difficulties in extending to a subregional level.	Selection of the Institute staff will need to be extremely rigorous. The work plan will be developed in conjunction with the development of similar activities in the area. The Institute will have to perform at a high quality level in order to establish itself in the position it wishes to attain.

G PRIOR OBLIGATIONS AND PREREQUISITES

The Government of Burkina Faso must make a firm, unequivocal commitment as regards the new policy proposed for the Nazinga Project, with the agreement of all MET management staff concerned by the project.

The legal status of the Ranch and various assets (property of certain items) will need to be clearly defined and established in the very early stages of the GEF project.

The Government shall undertake to allow gradual participation of the populations established around the Ranch with a view to ultimately setting up a mixed independent entity.

H. PROJECT REVIEW, REPORTING AND EVALUATION

Two evaluations will be performed, one at mid-term (during Year 3) and the other at the end of the project. The mid-term evaluation is aimed at reexamining some of the activities of the GEF project and making such readjustments as may be required in order to establish them on more solid foundations.

The list of scientific reports will be determined during the formulation of the research programme in the initial phase of the project.

I. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Assistance Agreement between the Government of Burkina Faso and UNDP, signed by the parties thereto on 19 July 1976.

Budget covering the contribution of UNOPS (Cooperating Agency)

Project components		TOTAL			1995			1996			1997			1998			1999			2000		
		m/m	'000 US$	Sup. Costs	m/m	'000 US$	Sup. Costs	m/m	'000 US$	Sup. Costs	m/m	'000 US$	Sup. Costs	m/m	'000 US$	Sup. Costs	m/m	'000 US$	Sup. Costs	m/m	'000 US$	Sup Cost
CLUSTER 1: INTERNATIONAL PERSONNEL																						
11-00	Experts																					
11-01	CTA	36	432	34.56	7	84	6.72	6	72	5.76	6	72	5.76	6	72	5.76	6	72	5.76	5	60	4.8
11-97	Consultants	10	120	9.6	2	24	1.92	6	72	5.76	2	24	1.92		0	0		0	0		0	0
14-01	UNV	24	56	4.48			0	12	28	2.24	12	28	2.24			0			0		0	0
15-00	DUTY TRAVELS																					
15-01	Travels		36	2.88		6	0.48		6	0.48		6	0.48		6	0.48		6	0.48		6	0.48
16-00	MISSION COSTS																					
16-02	Project review		8	0.64		0	0		8	0.64		0	0		0	0		0	0		0	0
16-03	Evaluations		16	1.28		0	0		0	0		0	0		8	0.64		0	0		8	0.64
	SUBTOTAL		668	53.44		114	9.12		186	14.88		130	10.4		86	6.88		78	6.24		74	5.92
CLUSTER 3: SUBCONTRACTS																						
21-04	Scientific management		200	16									0			0		100	8		100	8
	SUBTOTAL		200	16		0	0		0	0		0	0		0	0		100	8		100	8
CLUSTER 5: OTHER TRAINING																						
32-01	Study tours		140	11.2		0	0		70	5.6		70	5.6		0	0		0	0		0	0
39	SUBTOTAL		140	11.2		0	0		70	5.6		70	5.6		0	0		0	0		0	0
CLUSTER 7: PROCUREMENT ABROAD			0	0																		
41-00	Equipment		290	23.2		120	9.6		60	4.8		50	4		20	1.6		20	1.6		20	1.6
49	SUBTOTAL		290	23.2		120	9.6		60	4.8		50	4		20	1.6		20	1.6		20	1.6
99	TOTAL		1298	103.84		234	18.72		316	25.28		250	20		106	8.48		198	15.84		194	15.52
999	UNDP TOTAL		1401.84			252.72			341.28			270			114.48			213.84			209.52	

Annexe 8: **BUDGETS COVERING THE CONTRIBUTIONS OF THE GOVERNEMENT OF BURKINA FASO AND UNOPS**

Budget covering the contribution of the Government of Burkina Faso (Executing Agency)

Project Components		TOTAL		1995		1996		1997		1998		1999		2000	
		m/m	'000 US$	m/m	'000 US$	m/m	'000 US$	m/m	'000 US$	m/m	'000 US$	m/m	'000 US$	m/m	'000
13-00	ADMINISTRATIVE SUPPORT														
13-01	Secretary	60	20.6	7	2.4	12	4	12	4	12	4	12	4	5	2.2
13-02	Driver	12	4.6	7	2.4	5	2.2		0		0		0		0
17-00	NATIONAL EXPERTS														
17-01	Institute	36	144		0		0	7	28	12	48	12	48	5	20
17-97	Consultants	12	48	2	8	6	24	4	16						
21-01	Training NGO		40		10		20		10		0		0		0
21-02	Socioeconomic study		30		0		30		0		0		0		0
21-03	Infrastructures		65		40		25		0		0		0		0
22-01	Training material		35		10		5		5		5		5		5
31-01	Fellowships		125		0		25		25		25		25		25
32-02	Workshops and seminars		80		15		15		15		15		15		5
33-01	Retraining		20		0		10		10		0		0		0
41-00	Equipment		133		25		25		25		25		25		8
45-02	Reports		18		3		3		3		3		3		3
45-03	Sundries		36		6		6		6		6		6		6
45-01	Operations		233.5		31		45		45		45		45		22.5 5
	TOTAL GVT		1032.7		152.8		239.2		192		176		176		96.7

ANNEXES