

**UNITED NATIONS ENVIRONMENT PROGRAMME GLOBAL ENVIRONMENT  
FACILITY (GEF) GRANT REQUEST**

**1. Identifiers:**

Project Number: *[Implementing Agency Project Number not yet assigned]*

Project Name: **Fouta Djallon Highlands Integrated Natural Resources Management Project**  
*Tranche I: Strengthening of the legal and institutional regional cooperation framework and pilot demonstrations of INRM*  
*Tranche II: Implementation of participatory models and upscaling of integrated and sustainable NRM practices*

Implementing Agency: **United Nations Environment Programme (UNEP)**

Executing Agency: **Food and Agricultural Organization of the United Nations (FAO)** in collaboration with **International Bureau of Coordination/African Union (IBC-AU)** and:  
 National Environment Agency (Gambia), Ministry of the Environment (Guinea), Ministry of Energy and Natural Resources (Guinea-Bissau), Ministry of Environment and Sanitation (Mali), Ministry of Rural Development and Environment (Mauritania), Ministry of Hydrology, Environment, and the Fight against Desertification (Niger), Ministry of Environment and Protection of Nature (Senegal), and Ministry of Lands, Country Planning and the Environment (Sierra Leone)

Requesting Countries: **Gambia, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Senegal, Sierra Leone**

GEF Focal Area: **Land Degradation**

GEF Programming Framework: **OP#15 - Integrated Ecosystem Management**

GEF Strategic Priority: **SLM-1 - Targeted Capacity Building**  
**SLM-2 - Implementation of Innovative and Indigenous Sustainable Land Management Practices**

Duration: **4 + 6 years (Tranche I + Tranche II)**

Eligibility:

<b>Countries</b>	<b>UNCBD</b>	<b>UNFCCC</b>	<b>UNCCD</b>
Gambia	10/06/94	10/06/94	11/06/96
Guinea	07/05/93	07/05/93	23/06/96

Guinea-Bissau	27/10/95	27/10/95	27/10/95
Mali	29/03/95	28/12/94	31/10/95
Mauritania	16/08/96	20/01/94	07/08/96
Niger	25/07/95	25/06/95	19/01/96
Senegal	17/11/94	17/10/94	26/07/95
Sierra Leone	12/12/94	22/06/95	25/09/97

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## **2. Summary:**

The Fouta Djallon Highlands (FDH) are a series of high plateaus concentrated in the central part of the Republic of Guinea but whose area extent continues into Guinea-Bissau, Mali, Senegal and Sierra Leone. This highland area is the point of origin of a number of international rivers in West Africa, notably the Gambia, Niger and Senegal Rivers, as well as a number of small watercourses. Due to their geographic and climatic diversity, the Highlands and surrounding foothills also support a rich diversity of ecosystems.

International recognition of the need for a more collaborative approach to the integrated management of the FDH originates from the International Soils Conference held in Dalaba, Guinea, in 1959. However, it was not until the beginning of the 1970s, following the Sahelian drought, that a concerted action was agreed upon under the aegis of the Organization of African Unity (OAU) during its 33<sup>rd</sup> Session of Council of Ministers in Monrovia (Liberia). In response, the African Union (formerly the OAU) established, with the assistance of UNEP, FAO, UNESCO and UNSO, the Fouta Djallon Highlands – Management Programme (FDH-MP), involving the eight countries (Gambia, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Senegal and Sierra Leone) that depend on waters from the Highlands.

The development objective of the ten-year GEF Project is to ensure the conservation and sustainable management of the natural resources of the Fouta Djallon Highlands over the medium- to long-term (2025) in order to improve rural livelihoods of the population directly or indirectly related to the FDH. The environmental objective of the Project is to mitigate the causes and negative impacts of land degradation on the structural and functional integrity of the ecosystems of the Fouta Djallon Highlands through establishment of a regional legal and institutional framework and strengthened institutional capacity designed to facilitate regional collaboration in the management of the FDH, assessment of the status of natural resources in the FDH and development of replicable, community-based sustainable land management models. To achieve these objectives, the Project will support activities through the implementation of the following four components: (i) enhanced regional collaboration; (ii) improved natural resources management and livelihoods in the FDH; (iii) increased stakeholder capacity in integrated natural resources management; and (iv) project management, monitoring and evaluation, and information dissemination. The Project will be implemented through participatory and cross-sectoral approaches over two phases of four and six years, respectively.

The total project cost, excluding PDF-B financing, is an estimated US\$44 million. The total GEF contribution is an estimated US\$11 million allocated over two tranches at US\$5 million for tranche I and US\$6 million for tranche II. The contribution of participating countries is estimated to be US\$15 million, of which US\$4.8 million is in cash. The in-kind contribution of local populations and communities (beneficiaries) amounts to US\$3 million. Co-financing from donors, FAO and other sources, either as direct or re-directed financing, is estimated at US\$11.85 million. Finally, the African Union has committed an estimated US\$3.15 million in co-financing.

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### **3. Costs and Financing (US\$):**

GEF: Project:	11 000 000
Tranche 1: (4 years):	5 000 000
Tranche 2: (6 years):	6 000 000
PDF – A:	25 000
PDF – B:	529 000

**Subtotal (GEF): 11 554 000**

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#### **Co-financing (Project):**

	<b><u>In-kind</u></b>	<b><u>Cash</u></b>	<b><u>Total</u></b>
Governments	10 200 000	4 800 000	<b>15 000 000</b>
African Union <sup>1</sup>		3 150 000	<b>3 150 000</b>
Donors <sup>2</sup>			<b>10 708 000</b>
FAO	1 142 000		<b>1 142 000</b>
Beneficiaries			<b>3 000 000</b>

**Subtotal Project Co-financing: 33 000 000**

Total Co-financing by phase:	
Tranche I:	19 746 000
Tranche II:	13 254 000

#### **Co-financing (PDF-B):**

Governments (in-kind):	85 500
AU (in-kind):	35 000
UNEP (in-kind):	10 800
GM:	25 000
FAO:	
In-kind	130 000
Cash	40 000

**Subtotal Project Preparation Co-financing: 326 300**

**Subtotal (co-financing): 33 326 300**

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**Total Project Cost<sup>3</sup>**  
**44 000 000**

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<sup>1</sup> See attached letter from African Union, 7 February 2005.

<sup>2</sup> Negotiations for co-financing are currently ongoing under the aegis of the GM.

<sup>3</sup> This cost does not include the cost of the PDF-A and PDF-B grants and associated co-financing.

#### **4. OPERATIONAL FOCAL POINT ENDORSEMENT:**

<b>Country</b>	<b>Name of Signatory</b>	<b>Title of Signatory</b>	<b>Supervising Ministry</b>	<b>Date of Letter</b>
<b>African Union</b>	Rosebud Kurwijila	Commissioner Rural Economy and Agriculture	African Union Commission	7 February 2005
<b>Gambia</b>	Momodou B. Sarr	Executive Director (GEF Operational Focal point)	National Environment Agency	16 February 2005
<b>Guinea</b>	Sekou Mohamed Camara	(GEF Operational Focal point) Fonds de Sauvegarde de l'Environnement	Ministère de l'Environnement	27 January 2005
<b>Guinea-Bissau</b>	Lourenco Antonio Vaz	Directeur Général de l'Environnement (GEF Operational Focal point)	Ministério de Energia e dos Recursos Naturais	4 January 2005
<b>Mali</b>	Yaya Nouhoum Tamboura	Chevalier de l'Ordre National (GEF Operational Focal point); Secretariat Technique Permanent du Cadre Institutionnel de la Gestion des Questions Environnementales	Ministère de l'Environnement et de l'Assainissement	17 January 2005
<b>Mauritania</b>	El Hadrami Ould Bahneine	Directeur de l'Environnement (GEF Operational Focal point)	Ministère du Développement Rural et de l'Environnement	20 February 2005
<b>Niger</b>	Yakoubou Mahaman Sani	Ministre d'Etat	Ministère de l'Hydraulique, de l'Environnement et de la Lutte contre la Désertification	18 January 2005
<b>Senegal</b>	F. Dia Toure	Directeur (GEF Operational Focal point) Direction de l'Environnement et des Etablissements classés	Ministère de l'Environnement et de la Protection de la Nature	25 January 2005
<b>Sierra Leone</b>	Stephen S.J. Jusu	Director of Environment (National GEF Focal Point)	Ministry of Lands, Country Planning and the Environment	16 February 2005

#### **5. IA AND EA CONTACTS:**

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**Ms Barbara Cooney**, GEF-Focal Point, Field Programme Development Service (TCAP), FAO, Rome, Italy.

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## **ACRONYMS AND ABBREVIATIONS**

ADB	African Development Bank
AFD	Agence française de développement/French Agency for Development
AGIR	Regional Programme to Support the Integrated Management of Natural Resources
AU	African Union
CILSS	Comité Inter-Etat de Lutte contre la Sécheresse au Sahel / Permanent Interstate Committee for Drought Control in the Sahel
CBD	Convention on Biological Diversity
CFA	Communauté Francophone Africaine
CM	Conference of the Ministers
CBOs	Community-based Organizations
CTA	Chief Technical Adviser
EA	Executing Agency
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative
FDH	Fouta Djallon Highlands
FDH –INRM	Fouta Djallon Highlands Integrated Natural Resources Management Project
FDH-MP	Fouta Djallon Highlands-Management Programme
FRA	Global Forest Resources Assessment
GEAP	Gambia Environmental Action Plan
GEF	Global Environment Facility
GLCN	Global Land Cover Network
GM	Global Mechanism of the UNCCD
GTZ	German Agency for Technical Cooperation
IBC-AU	International Bureau of Coordination – African Union
IA	Implementing Agency
ICA	Incremental Cost Analysis
ICRAF	International Centre for Research in Agroforestry
IFAD	International Fund for Agricultural Development
INRM	Integrated Natural Resource Management
IUCN	World Conservation Union
LADA	Land Degradation Assessment in Drylands
LOP	Life of Project
LPSU	Local Project Support Unit
M&E	Monitoring and Evaluation
MPWRM	Master Plans for Water Resources Management
NAPs	National Action Plans
NBA	Niger Basin Authority
NCC	National Consultative Committee
NEPAD	New Partnership for Africa’s Development
NEAP	National Environment Action Plan
NFP	National Focal Point
NGO	Non-governmental Organization
NTPU	National Technical Project Unit

NRM	Natural Resource Management
OAU	Organization of African Unity (now African Union)
OMVG	Organisation pour la mise en valeur due fleuve Gambie / Gambia River Basin Development Organization
OMVS	Organisation pour la mise en valeur due fleuve Sénégal / Senegal River Development Organization
OP	Operational Programme
PDF	Project Preparation and Development Facility (GEF)
PEGRN	Extended Project on the Management of the Natural Resources
PIR	Project Implementation Review
PMS	Project Participating Member States
PSC	Project Steering Committee
QPIR	Quarterly Project Implementation Report
RAPs	Regional Action Plans (UNCCD)
RC	Regional Coordinator
RPCU	Regional Project Coordination Unit
RCC	Regional Consultative Committee
RPBs	Representative Pilot Basins
SHSG	Summit of Heads of States and Governments
SLM	Sustainable Land Management
SRAPs	Sub-regional Action Plans
STAP	Scientific and Technical Advisory Panel
STC	Scientific and Technical Committee
TDA	Transboundary Diagnostic Analysis
TOR	Terms of Reference
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNEP/DGEF	United Nations Environment Programme/Division of GEF Coordination
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNSO	Office to Combat Desertification and Drought
USAID	United States Agency for International Development
WFP	World Food Programme
WMO	World Meteorological Organization
WWF	World Wildlife Fund

## **PROJECT DESCRIPTION**

### **I. BACKGROUND AND CONTEXT**

#### **Environmental Context**

##### **Resource Endowment**

1. The Fouta Djallon Highlands (FDH) are composed of a group of high plateau (altitude varying from 500 to 1 500 m), concentrated in the central part of the Republic of Guinea. In addition to the Highlands themselves, referred to for purposes of this Project as the “core” area, these plateaux extend beyond Guinea into four neighboring countries (Guinea-Bissau, Mali, Senegal and Sierra Leone) through associated foothills and other related topographic features (see Annex 7). With the inclusion of the associated foothills, the FDH core area increases from some 60 000 km<sup>2</sup> to 185 000 km<sup>2</sup>. This area increases further to 325 000 km<sup>2</sup> with the inclusion of the upper basins of the main transboundary rivers whose source waters originate in the FDH and flow through Benin, Gambia, Mauritania, Niger and Nigeria. For the purposes of the subsequent discussions, the proposed project area will be the latter, i.e., the core FDH, associated foothills, and upper portions of the major transboundary river basins.<sup>1</sup>
2. The climate in the FDH core area can be characterized as tropical with annual precipitation ranging between 1 500 and 1 800 mm. Precipitation records dating back to 1931 indicate that, since the early 1970s, average rainfall has been in deficit relative to earlier years where records exist and has contributed to an apparent shift in the distribution and reduced quantities of rainfall as measured by isohyets from north to south of some 200 km.
3. The FDH are characterized by their significance as the source area of a large and diverse natural water network that extends into ten West African countries (these are Benin, Gambia, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Nigeria, Senegal, and Sierra Leone). The more than 8 000 springs support a dense system of 15 rivers, including six international rivers, which are some of the most important rivers in West Africa (Niger, Senegal, Gambia, Kaba, Kolenté and Koliba). These watercourses are the main international waters in the sub-region, with more than 70 percent of the water from these rivers originating in the Highlands. Accordingly, the FDH is often called the “water tower” of West Africa. Similarly, the FDH is believed to be a major source of groundwater recharge in the sub-region, a critical resource in supporting domestic and agricultural needs of non-riverine populations.<sup>2</sup>
4. Due to their geographic and climatic diversity, the Highlands also support a rich diversity of ecosystems of which the most important are the: (i) Guinea-Sudano Savanna, (ii) Dry Guinean Forest, (iii) mountain, and (iv) river and freshwater ecosystems. In terms of vegetative cover, the mountain forests occupy the central plateau of the Highlands, while

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<sup>1</sup> This was based on a decision taken by the 1<sup>st</sup> Ministerial Conference of the Regional Programme. The definition of boundary of the upper basins is mainly based on geomorphological and hydrological criteria.

<sup>2</sup> The absence of a subregional piezometric network is a major barrier to completing accurate assessments and monitoring of groundwater resources.



the woodland and bushland are more prevalent in the footlands. These globally significant ecosystems are described in greater detail in Annex 4.

5. The broad range of ecosystems in the FDH also supports a rich biological diversity and hosts an abundance of flora and fauna. In Guinea alone, over 3 000 plant species have been identified. Among the 3 200 species of known fauna in that country, there are 1 529 vertebrates. Other indicators of this richness include the large number of mammals (260 in Guinea and 136 in Mali), avifauna (518 species in Guinea), and aquatic vertebrates (110 species identified from the Koliba, Gambia, Niger and Senegal rivers). In the core area of the FDH, there are estimated to be more than 3 300 chimpanzees, the largest remaining population in West Africa. Of the five priority sites identified in West Africa for the conservation of fish and insects, three are found in the FDH.<sup>1</sup>

### Threats

6. In light of the dense river network supported by the FDH and their regional and global biodiversity significance, there is a growing concern over their preservation and the integrated management of the natural resources of the Highlands and the associated dependent transboundary rivers. This concern is based on what appears to be an ongoing and possible accelerated degradation affecting all the ecosystems, land as well as water, and biotic resources in the FDH. The sources and resulting effects of degradation appear to be combining and resulting in: (i) reduction of vegetative cover; (ii) acceleration of soil erosion; (iii) modification of soil characteristics and declines in fertility; (iv) reduction of flora, fauna, and fish species; (v) increase in water run-off; (vi) increased siltation and sedimentation of watercourses and drying up of springs; and (vii) the gradual appearance of invasive aquatic weeds in the watercourses.
7. With respect to biodiversity, according to studies carried out in Guinea, there appears to be an overall decline in habitat and flora and fauna when compared with earlier data. Mountain ecosystems are thought to be under particular threat due to deforestation associated with clearing, slash and burn agriculture and non-sustainable forestry practices which, in combination, are contributing to an estimated 140 000 ha of forest lost annually.<sup>2</sup>
8. More specifically, one study carried out on the mammals of Mali found that, of the some 70 species of large and medium mammals known from the records in 1989, the number has declined and nine of them are severely endangered.<sup>3</sup> The same trends are thought to be occurring for avifauna (including the ostriches) and can be extrapolated to include other animal groups. Other indicators of possible decline in environmental quality include: (i) 36 out of 88 endemic plant species are now considered endangered, (ii) 17 out of 190 mammals identified in the country are endangered, and (iii) 16 out of 526 bird species identified are endangered.

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<sup>1</sup> These are the Saala, Nyalama, and Bankoun forests of Dokoro and Bani. See Regional Action Plan for Biodiversity Conservation in West Africa.

<sup>2</sup> These studies were carried out during the preparation of the Water and Environmental Resources Management Project of the Senegal River Basin (2001).

<sup>3</sup> These are: the Oryx (*Oryx algazel*), Damaliscus (*Damaliscus korrigum*), Addax (*Addax nasomaculatus*), West Sudan giant eland (*Taurotragus derbianus*), Giraffa (*Camelopardalis reticulata*), Cheetah (*Acinomyx jubatus*), Maned sheep (*Ammotragus lervia*), Elephant (*Loxodonta africana*) and Chimpanzee (*Pan troglodytes*). See "Conservation et valorisation de la biodiversité et des éléphants du Gourma (2001)".

## Causes

9. There are several natural and human-induced causes leading to the FDH land and water resource degradation that can be linked to a lack of appropriate policy incentives, poverty issues, and poor institutional arrangements. These have been summarized in Table 1.

**Table 1. Causes and Barriers to Sustainable Natural Resources Management in the FDH**

Major impacts of degradation of FDH's natural resources	Intermediate and root causes	Barriers to sustainable natural resources management	Weaknesses in existing baseline scenario activities
1. Reduction of plant cover	<ul style="list-style-type: none"> <li>Increased population and strong human pressure (forest land conversion into agric-cultural land, over-grazing, etc.);</li> <li>Growing demand for wood (for energy, furniture, construction, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Lack of appropriate policy for community-based natural resource management;</li> <li>Disincentive due to lack of security of land tenure;</li> <li>Overlapping and contradictory sectoral policies (agriculture, forestry, livestock, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Technical measures and financial means of protecting the natural resources are inadequately taken (e.g., creating forest reserves and protected areas);</li> <li>Regulatory measures are not efficiently applied;</li> <li>Limited incentives at policy and institutional levels offered to communities (e.g., unclear land tenure).</li> </ul>
2. Reduced soil productivity	<ul style="list-style-type: none"> <li>Soil erosion and fertility declining due to agricultural and grazing practices (mono-cropping, slash and burn, over-grazing, etc.);</li> <li>Bushfire.</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate mechanisms for improving traditional farming systems and land resource use;</li> <li>Poor access to good agricultural practices and inputs.</li> </ul>	<ul style="list-style-type: none"> <li>Limited technical and institutional capacities of the agricultural, pastoral and forest extension services;</li> <li>Inappropriate logistic means to reach and guide the resource users.</li> </ul>
3. Declines in water quality and quantity (surface and groundwater )	<ul style="list-style-type: none"> <li>Limited rainfall and poor recharge of groundwater;</li> <li>Accelerated sediment transported downstream and siltation of water courses;</li> <li>Excessive harvesting of waters;</li> <li>Water pollution attributable to household waste, chemical industries and irrigated farm discharges, sludge of mining industries;</li> <li>Salinization of groundwater and rivers.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of knowledge of communities of appropriate technologies for sustainable use of forests and woodlands in sloping areas and along the water course;</li> <li>Poor soil conservation techniques to control runoff;</li> <li>Lack of integrated watershed approaches;</li> <li>Lack of harmonized legislation for water resource management in the region.</li> </ul>	<ul style="list-style-type: none"> <li>Management and protection of springs have been carried out, but were limited to few watersheds and water courses;</li> <li>Unconsolidated approach for integrated forest and water management;</li> <li>No or limited harmonized systems of data management and environmental information;</li> <li>Limited awareness about pollution impacts of the environment and health.</li> </ul>
4. Loss of biodiversity	<ul style="list-style-type: none"> <li>Poaching and destruction of habitats;</li> <li>Excessive hunting and fishing;</li> <li>Water pollution and mining.</li> </ul>	<ul style="list-style-type: none"> <li>Land pressure;</li> <li>Bushfire and over hunting;</li> <li>Lack or non-observance of environmental protection measures;</li> <li>Unsustainable fisheries practices.</li> </ul>	<ul style="list-style-type: none"> <li>Limited awareness of biodiversity management;</li> <li>Poor understanding of relevant legislation.</li> </ul>

## **Socio-economic Context**

10. The Highlands are critical to supporting the livelihoods of a large portion of the population not only in Guinea but in all ten countries through which the aforementioned rivers flow. The estimated population of the FDH core area is some three million people. This increases to 7 and 15 million with the inclusion of the neighboring foothills and upper basins of the main transboundary rivers, respectively. Regardless of the area of interest, the population is largely rural (between 60 and 75 percent) with a high population density varying on average between 40 to 120 persons/km<sup>2</sup>; the higher number is found in the central plateau. The rural population is highly dependent on the FDH and its natural resources which are used for agriculture, livestock breeding, fishing and craft industries. Furthermore, the FDH forests represent a major source of energy, construction and raw material for furniture production, as well as aromatic oils which are also traded. Conservation, management and sustainable use of the FDH's natural resources is important to the local communities as the Highlands represent the source of their productive resources and livelihoods.

## **Policy Context**

### **Regional Programme for Integrated Management of the FDH**

11. The concept of applying a regional approach to the integrated management of the FDH originates from recommendations which came out of the International Soils Conference held in Dalaba (Guinea) in 1959. Conference participants recognized the regional importance of the FDH and the need and urgency to manage the principal transboundary rivers that originate there. The recommendations also noted the need for joint actions of all concerned countries, which in addition to the previously cited states, included Nigeria and the former colonial powers (France, Portugal and the United Kingdom). These recommendations provided the justification for a meeting of experts in 1960 in Mamou, Guinea which focused on how best to address the issues of natural resources degradation in the FDH and mitigate the impacts on the region's hydrology. One of the principal recommendations stemming from this meeting was to support reforestation of degraded areas and increased protection of existing forests.
12. Despite these initial efforts, there was little achieved on the ground until the Sahelian drought beginning in the early 1970s. In response to the drought, the issue of FDH was once again raised, this time by the African Union (AU) (formerly the Organization of African Unity) and, as a result, included as a major priority in the AU's Action Plan to Combat Desertification, Drought and Other Catastrophes in Africa, highlighting the need for a coordinated action in the 33<sup>rd</sup> Session of the Board of Ministers, which was held in Monrovia (Liberia). To this end, the African Union asked the United Nations Environment Programme (UNEP) to include the issues of FDH in a soon to be prepared trans-national project: *Green Belt to the South of the Sahara*.
13. In response, UNEP agreed to support the formulation of a Fouta Djallon Highlands-Management Programme (FDH-MP) and supported two joint diagnostic and formulation missions with participation of representatives from the Food and Agriculture Organization of the United Nations (FAO), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Sudano-Sahelian Office, UNEP, AU

and the Government of Guinea in 1980/81. The resulting Programme involved eight of the ten countries that depend on the waters coming from the FDH (Gambia, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Senegal and Sierra Leone).<sup>1</sup> The long-term objective of FDH-MP was to guarantee the protection and rational use of FDH's natural resources in order to contribute to improving livelihoods of the population in the highlands. It was conceived as a medium- to long-term programme to be implemented in the following stages:

- A preparatory stage (1981-1987) establishment of structures to promote and implement priority actions of the FDH-MP;
- A demonstration stage (1988-1998) with the objective of testing appropriate techniques in developing and managing natural resources in the FDH, focusing on Representative Pilot Basins (RPBs); and
- Large-scale implementation of FDH's integrated natural resources management plans and programmes (1999 – to present).

14. During the first stage (1981–1987), the Programme's main efforts were directed at setting up an implementation and monitoring mechanism, preparing specific project documents and securing financing. During this phase, FDH-MP was able to complete a diagnosis of the status of the natural resources (vegetation, physiographic units, land use, soil erosion risks, population density, etc.), establish a database, collate and formulate strategies, methods and management techniques to achieve its development objectives and identify 12 RPBs (from an initial 25 basins that are fed by the FDH) to be used for demonstrating strategies and management methods.<sup>2</sup> Based on an evaluation of the results obtained, the 1<sup>st</sup> Ministerial Conference of the Members States of the Programme, held in May 1987 in Conakry, recommended that a common action plan be adopted and implemented with necessary supporting institutional framework for monitoring, evaluating and coordinating the FDH-MP.

15. The second stage of the FDH-MP (1988-1998) was devoted to demonstrating the value and effectiveness of sound management strategies, methods and techniques in small representative basins within larger agro-ecological areas of the FDH (the RPBs). Efforts were primarily directed at experimenting with sustainable production techniques (agriculture, silviculture, and pastoral) and establishing a monitoring and evaluation system in each RPB to evaluate the impacts of the production techniques on the environment generally, and the transboundary resources specifically. Pilot activities in the RPBs were supported by individual bi- and multi-lateral funded projects (see the Transboundary Diagnostic Analysis (TDA) for more detail on these projects and activities).

16. The AU Council of Ministers in 1999 has confirmed the principle of transferring the responsibility of the Regional Programme for the Integrated Development of the Fouta Djallon highlands to the Economic Community of the West African States (ECOWAS) and has requested the AU Secretariat to consult the ECOWAS Secretariat for deciding on the modalities of that transfer, with the understanding that the results of these consultations will be brought to the attention of the governing bodies of these two institutions. The 3<sup>rd</sup> Ordinary Session of the African Union Executive Council in 2003

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<sup>1</sup> At that time Nigeria and Benin did not participate.

<sup>2</sup> These studies were carried out with the assistance of FAO, UNESCO and the World Meteorological Organization (WMO), with financial support from UNDP, UNSO, AU and the GOG.

decided that, during the interim period, the African Union would continue to provide necessary support for the operation of the International Bureau of Coordination until an appropriate framework for the FDH programme is approved.

### Regional Priorities

17. This proposed Fouta Djallon Highlands Integrated Natural Resources Management Project (FDH –INRM) builds and capitalizes on the results of the 2<sup>nd</sup> phase of the FDH-MP. Moreover, it constitutes the concrete implementation of the recommendations of the 3<sup>rd</sup> Ministerial Conference of the FDH-MP, which was held in Bamako in July 1999, that called for “the development of a common approach and vision in addressing the problems of the FDH”. This Conference also decided to confer international status on the FDH through agreeing to a common framework agreement among Member States that facilitates co-operation in achieving the sustainable management and conservation of the FDH.
18. The countries view of the FDH as a priority in the sub-region was underlined in the 4<sup>th</sup> Ministerial Conference held in Banjul in March 2004, which confirmed the support of Member States for the development of a holistic approach in the integrated management and sustainable use of natural resources of FDH. The Conference also approved the main priority issues to be addressed by the FDH-INRM, which had been previously identified and defined in the TDA prepared during the Project Preparation and Development Facility (PDF) phase B (PDF-B). These were:
  - Integrated watershed management and land restoration;
  - Participatory management of natural resources (forests, fauna and pasture land);
  - Biodiversity conservation and sustainable utilization;
  - Institutional capacity-building and strengthening of stakeholders’ technical knowledge and skills; and
  - Coordination of stakeholders’ interventions.
19. Considering the need to have a reliable information system and to facilitate cooperation among the different participants in the FDH, the Ministerial Conference also accepted the proposal for the creation of a Regional Observatory of the Fouta Djallon for the natural resources and recommended its integration in the organizational chart of the FDH-MP (the Programme) as well as the proposed Project.
20. These priorities are supported by both a regional process of sustainable management of natural resources adopted by the ECOWAS in 1999 in the United Nations Convention to Combat Desertification (UNCCD) sub-regional action plan (SRAP), and in the New Partnership for Africa’s Development (NEPAD) and its environmental and agricultural action plans.
21. Finally, the Project will also collaborate closely with the existing relevant intergovernmental river basin organizations [Niger Basin Authority (NBA), Senegal River Development Organization (OMVS), Gambia River Basin Development Organization (OMVG)]<sup>1</sup> responsible for the management, protection, planning and

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<sup>1</sup>NBA: created in 1980 and involving Mali, Niger, Nigeria; OMVG: involving Gambia, Guinea, Guinea-Bissau, Senegal; OMVS: created in 1972 and involving: Mali, Mauritania, Senegal

irrigation schemes in their respective river basins. Coordination will be facilitated by the representation of NBA, OMVS and OMVG in the FDH-MP.

### National Priorities

22. The Project's anticipated activities also respond to a number of national priorities of the sub-region's Member States. These include: (i) environmental protection, (ii) food security, (iii) poverty reduction, and (iv) involvement of local communities in all development processes.
23. The Project will reinforce and complement existing national strategies and initiatives in the Member States. These include: (i) the Sub-regional Action Plan to Combat Desertification in West Africa and Chad (SRAP, ECOWAS/CILSS) (ii) on-going processes supporting the harmonization of policies and regulations on natural resources management; (iii) a number of national strategies and action plans that address sustainable management of natural resources, biodiversity conservation and sustainable use, forests, and desertification, respectively; (iv) National Environment Action Plans (NEAP); (v) Master Plans for Water Resources Management (MPWRM); and (v) national communication strategies on climate change. Specifically, these include:
  - **Gambia:** The Programme for Sustainable Development launched in 1990 and the Gambia Environmental Action Plan, GEAP I, launched in 1992, and GEAP Phase II that covers the period 2001 to 2006, provide a cross sectoral policy framework for sustainable management of the environment in Gambia. This framework aims at ensuring, among others, sustainable land use for the rural poor, combating desertification and conservation of biodiversity along the Gambia River in order to improve food security, ensure a continuous supply of fresh water in the downstream areas of the river and reduce poverty; the enactment of a new policy by Parliament in 2003 (Biodiversity Bill 2003) maps out the way for the implementation of the National Biodiversity Strategy and Action Plan;
  - **Guinea:** The government has adopted the Guinean Forest Action Plan (1987), Agricultural Development Policy Letter (1991) and a National Action Plan for Environment (1994). These documents provide the national policy framework and outline strategies for the integrated protection of soil and water resources based on lessons learned from existing watersheds pilot sites in the Fouta Djallon highlands (RPBs); the National Strategy and Action plan for Biological Diversity (2002) emphasizes conservation of mountain, river and agricultural ecosystems; all these national policies and strategies also give high priority to community capacity building for integrated NRM, in situ conservation of biodiversity and agricultural planning; a National Action Plan to Combat Desertification is under preparation.
  - **Mali:** The government has developed the National Forestry Policy (1995), National Policy on the Protection of the Environment (1998), National Action Plan to Combat Desertification (1998), Strategic Plan of Action for Biodiversity (2001), Framework Plan for Water Resources (1992), and Framework Plan for Rural Development (1992); sustainable management of watersheds in headwater regions, preservation of water resources and related river ecosystems, mainly along the river Niger, have been given due attention in these documents and represent high national priorities.
  - **Mauritania:** The National Strategy for Sustainable Development (2004) and the National Action Plan for Environment and Sustainable Development (2004) provide the policy framework for integrated natural resource management, preservation of

biodiversity and wetland areas. The priority of the government is to combat desertification and land degradation through massive forestation, promotion of alternative sources of domestic energy, and sustainable natural resource and biodiversity conservation in all fragile lands, particularly along the Senegal River basin where many agricultural activities are taking place. It has also put a focus on wetland management to conserve biodiversity;

- **Niger:** In Niger, several programmes, plans and strategies such as the Economic Policy Framework (1997-2000), the Economic Policy Reform (1998-2001), National Environmental Plan for Sustainable Development (1999) and its priority sub-programmes such as the National Action Plan to Combat Desertification (2000) and the National Action Plan for Biodiversity (2000) provide a multi-sectoral framework for poverty reduction and promotion of sustainable management of natural resources; due to its importance for irrigated agricultural production, drinking water, preservation of biodiversity, energy production and fight against desertification, the protection of river Niger is at the heart of all these policies, strategies and programmes.
- **Senegal:** The priority actions as adopted by the government in its National Action Plan for the Environment (adopted in early 90s) and in the water resource master plan of the Senegal River are to ensure sustainable land use and environmental protection through participatory management of the natural resources throughout the country, particularly in the fragile ecosystems of the eastern and northern parts of the country, including wetlands.
- **Sierra Leone and Guinea-Bissau:** similarly, initiatives have been recently launched, linking natural resource management to combating soil degradation, drought, desertification and poverty. Sierra Leone is finalizing a National Action Plan (NAP) that addresses issues pertaining to desertification, land degradation, biodiversity and climate change. In Guinea-Bissau, a National Plan for Environmental Management and a Strategy and Action Plan for Biodiversity (1998) have been adopted.

Further details about the project's linkages to national policy frameworks and priorities can be found in the Institutional and Legislative Review completed in the PDF B phase of the project.

### **Context of GEF Programming**

24. A GEF PDF Block B grant was approved by the GEF Secretariat in 2001 (UNEP as Implementing Agency) to support technical studies and establish preparatory institutional arrangements. The principal activities achieved during this preparatory phase were: (i) strengthening coordination mechanisms, including setting up a Project Steering Committee (PSC) and a Scientific and Technical Committee (STC); (ii) developing a TDA; (iii) reviewing the institutional aspects with the view to identifying a common cooperation platform for stakeholders (Participating Member States, local populations, inter-governmental organizations, development partners, non-governmental organizations (NGOs), etc.); and (iv) preparing the Full-size Project Proposal.
25. The aforementioned TDA provided substantial information in characterizing the close linkages between land degradation, biodiversity and international waters. The activities proposed to be supported under the Project are in line with the emerging GEF policy on integrated management of natural resources. Moreover, they are consistent with the

objectives of the Operational Programme (OP) on Sustainable Land Management (SLM) (OP#15), with relevance to Integrated Ecosystem Management (OP#12) and Mountain Ecosystems (OP#4). These OPs cover the main natural ecosystems of FDH, including: the savanna ecosystem of the northeast, the dry forest ecosystem of the northwest, the high forest ecosystem (or mountain forests) in the centre and south of the FDH, and the lentic (rockpool, wetland) and lotic (stream channel) or freshwater ecosystems, as well as agro-ecosystems in the highlands. The reason for having OP#15 as the main entry point is the Project's focus on the rehabilitation of structure and functioning of these different ecosystems in the productive landscape, including land used for agriculture, pastures and forest management.

26. The Project is consistent with the Strategic Priority under OP#15 on Targeted Capacity Building (SLM-1), with its focus on creating an enabling environment at regional level for coordinated management of shared natural resources, including ecosystems, land and water. The Project will also support implementation of SLM-2 on Implementation of Innovative and Indigenous Sustainable Land Management Practices. This will take place in the 14 RPBs previously selected under the Phase 1 of the FDH-MP as well as in 15 additional RPBs in other parts of the highlands, to be identified in the beginning of the proposed project.
27. The Project furthermore addresses the emerging strategic priorities for GEF-4, particularly through its activities aimed at strengthening national and regional institutional and human resource capacities, building partnerships and promoting sustainable land management at national and regional levels, and ensuring an integrated and coordinated approach in the Fouta Djallon Highlands to sustainable land and water management, protection and sustainable use of biological diversity, and promotion of sustainable energy resources.

## **II. THE BASELINE**

### **Current Situation**

28. Based on the Transboundary Diagnostic Analysis (TDA), it appears that investments of governments and other donors relevant to project components are generally poorly integrated into relevant sectors. Further, they are neither based on a holistic participatory planning approach nor on a strategy of giving stakeholders and local communities a sense of responsibility. The sectoral approaches of many of these projects have until now dealt with the technical and economic causes of degradation and neglected the underlying causes at the institutional and policy level. The assessments carried out in many of these projects and the observations made in the FDH area show that field activities are scattered, superficial, and that they did not significantly contribute to arresting the loss of soil fertility or forest cover. Further, these activities were not capable of stopping the loss of biodiversity or the proliferation of invasive aquatic weeds in watercourses. These experiences do not appear to be effective in addressing the underlying sources of natural resources degradation in the FDH. In fact, deforestation continues, soil erosion processes are accelerating, the discharge in watercourses is diminishing and the number of endangered plant and animal species are increasing. It appears that the means mobilized are limited in time and space, and that the implementation of many of these approaches are still partial and do not take into account the chain of causes and the need for common solutions.



29. With respect to the individual priorities identified during the project formulation process, there is widespread evidence that the information and “lessons-learned” demonstrate the lack of regional institutional capacity for the integrated management of the FDH and the need to establish close linkages between stakeholders, partners and strengthen capacities to reverse land degradation, loss of biodiversity and shared use of the international waters. Countries have taken many initiatives, but they still lack relevant national institutions and appropriate capacities to implement and monitor projects. The lack of coordinating mechanisms and staff has not favoured the creation of an effective development programme and monitoring. There is no system for coordinating and monitoring changes in the FDH and updating information in participating countries.
30. Similarly, the scope in investments in natural resources management appear limited and have not expanded into other aspects of natural resources management, much less in integrating the poverty dimension of riparian communities or other users of natural resources.
31. With respect to capacity building activities, the involvement of stakeholders is a commonly perceived “slogan” used everywhere in all countries but is rarely applicable in real terms in the FDH due to weak support capacities for beneficiaries. In the absence of GEF support, these activities will have limited impact on local communities in the FDH and there will be a major risk that there will be negative downstream externalities of degradation of the Highlands.

### **Relevant On-going Activities**

32. Several regional projects operate in the totality or part of the Fouta Djallon Highlands among which are:

Regional programme to support the integrated management of natural resources (AGIR): This programme, which is mainly funded by the European Union (EU), focuses on the integrated management of the local natural resources in the headwater regions of the Sudano-sahelian rivers in order to conserve and restore the natural ecosystems in a regional dimension. For the member countries, the Programme will facilitate the regional cooperation through the harmonization of policies for the management of natural resources based on joint decision making. AGIR includes 10 components: two sub-regional components, four protected area components and four components which are inter-regional in nature. Accordingly, the Programme includes three main areas of operational activities:

- integrated management of resources and rural development in the highlands of Niger and Gambia;
- support to the establishment and management of transboundary protected areas: Guinea-Guinea Bissau, Guinea-Senegal, Guinea-Mali; and
- implementation of supporting inter-regional and regional activities, including the elaboration of a regional agreement on protected areas, the establishment of a network of environmental information systems, and a network for the promotion of secondary forestry products.

Extended project on the management of the natural resources (PEGRN): The overall objective of this project, which is funded by USAID and which is operational in Guinea and Sierra Leone, is to promote the application of sustainable practices in the

management of natural resources. The main components of this project are the increase of agricultural production, capacity building in the sound management of natural resources by the communities, promotion of small- and micro-enterprise development and the establishment of an enabling policy environment.

Inversion of Trends to Land and Water of the River Niger Basin, funded by GEF, AfDB and the French Government through the World Bank. The objective of the project is to provide the nine riparian countries a transboundary framework for the sustainable development of the river Niger basin, through strengthening of capacity and a better understanding of land and hydrological resources. Components of the project include strengthening of the regional management capacity of NBA, improving the understanding of transboundary issues in the area of land and water, through TDA and development of a strategic action programme, and officialization of integrated decision making process for transboundary environmental planning within the basin, so that to achieve the inversion of trends in land and water degradation.

The programme on the fight against silting of the river Niger basin, funded by the African Development Bank. The programme, which started in 2003, has two components: institutional strengthening of the ABN structures at national and regional levels; and priority actions of protection against silting in Burkina Faso, Mali and Niger, countries located in the most sensitive areas of the Basin in terms of silting.

Under the Gambia River Basin Development Organization (OMVG), a project on the use and management of natural resources funded by the ADB and World Bank, covers the border regions of the four OMVG countries (Upper River Division in Gambia, Administrative regions of Koundara and Gaoual in Guinea, the Gabu region in Guinea-Bissau, and the Department of Velingara in Senegal). The specific objective of the project is to increase agricultural, forest and livestock production, to rationalize the use of natural resources and improve road infrastructures and social service.

For the Senegal River Development Organization (OMVS), the River Senegal Basin Water Resources and Environment Management Project funded by GEF is operational in Guinea, Mali, Mauritania and Senegal. The main objective of the project is to establish a framework for a strategic and participatory environmental management of resources of the Senegal River basin. The project aims at supporting at the institutional, technical and financial level the concerned regional, national and local actors in order to achieve a vast and coherent sub-regional cooperation programme, based on rational and sustainable use of opportunities offered by the natural resources of the Senegal river.

Global Land Cover Network (GLCN) and FAO Africover Project: The ongoing activities under this project are particularly relevant in the context of the Regional Observatory of the Fouta Djallon. Baseline land cover assessment and monitoring of its dynamics are essential requirements for the sustainable management of natural resources and for environmental protection. They provide the foundation for environmental, food security and humanitarian programmes that are crucial in fulfilling the mandates of many UN, international and national institutions. Current monitoring programmes, however, have no access to reliable or comparable baseline land cover data. Therefore, the collaboration with a global programme using a fully harmonized approach is essential to increase the reliability of land cover information for a large user community. Currently mapping activities are carried out by different organizations for a targeted end-user community. This often results in duplication of efforts, gaps in data collection, varying classification

systems being used and non-standardized legends. All of these factors limit the use of the resulting datasets and consequently there is a lack of data sharing as there is no basic reference classification system to which all the different datasets refer.

FAO and UNEP have jointly developed a Global Land Cover Network (GLCN). The GLCN methodology maps all aspects of land cover from forest, grassland to bare areas. The same amount of attention is given to all aspects of land cover so that it can be applicable to a wide range of user applications. GLCN is based on the successful Africover project which was established to develop a digital georeferenced database on land cover and a geographic referential for 10 countries in East Africa including: geodetical homogeneous referential, toponomy, roads and hydrography. The project was established in response to a number of national requests for assistance for data required for early warning; food security; agriculture; disaster prevention and management, and many other environmental management activities. Africover has developed a number of products including a Multipurpose Africover Database for the Environmental Resources, produced at a scale of 1:200,000 (and at 1:100,000 for small countries and specific areas). A priority has also been to reinforce national and subregional capacities for the establishment, update and use of land cover maps and spatial data bases to ensure an operational approach and the sustainability of the initiative. The Africover Project has also standardized the field collection procedure for collecting land cover information. This procedure can be replicated very easily and could prove useful in the monitoring of land degradation at identified sites.

### III. THE GEF ALTERNATIVE

#### **Justification**

33. The evaluations performed in many of these projects as well as observations made in the FDH sub-region showed that the results obtained, although positive overall, were far from effective in removing the threats and underlying causes contributing to widespread degradation of the natural resources in the FDH. In fact, deforestation still continues, the soil erosion processes are amplifying, the water flow in the watercourses is decreasing and the number of animal and endangered plant species is increasing. It seems that the resources mobilized are still limited, in both time and space, and that the implementation approaches continue to be piecemeal and do not take into consideration the root causes and the need for common solutions. Further, the sectoral approaches of the standard projects tackle the technical and economic causes of degradation, while allowing the underlying institutional and policy failures to persist, thereby maintaining the processes of degradation. Finally, there is a need to focus on several policy, institutional and socio-economic barriers that limit the scope of operations promoted through different projects and programmes supporting sustainable management of the FDH's natural resources (Annex 4).
34. In the design of the FDH-INRM Project, the preparation team was fortunate to have access to some 20 years of experience and "lessons learned" based on the FDH-MP Programme. Some of the more positive experiences derived from the Programme incorporated into project design were the following:
  - the need to involve local populations and local authorities, decentralized technical services, NGOs and private operators in the implementation of projects;

- the participatory design of management plans of RPB, provided with action plans;
  - definition of reliable technical frames of reference in the planning, restoration and sustainable management of natural resources: agro-forestry, silvo-pastoralism, hedges, water sources protection, protection of fragile areas, and others;
  - the development of principles of sustainable agriculture, focusing on soil conservation, the intensification of production systems (alley farming, organic fertilizer, selective management of lowlands), diversification and association of crops, and valuation of biodiversity through the promotion of specific products (beekeeping and improved harvests);
  - the establishment of regulatory instruments and structures of natural resources management by the local authorities and rural populations; and
  - the emergence of farmers' resources in natural resources management.
35. Notwithstanding these positive outcomes, there were also a number of negative findings which were also considered in project design. These included problems in implementation attributed to:
- insufficiencies in the analysis, diagnosis and zoning of the environment;
  - inadequate coordination both among different RBP projects and between these projects and other institutional actors in the FDH;
  - inadequate monitoring and coordination mechanisms of different actors; and
  - insufficiency of relevant indicators for measuring and monitoring impact.
36. Major findings and recommendations stemming from the final evaluation of the FDH-MP Programme that provided much of the basis for the formulation of the FDH-INRM Project objectives and activities were:
- strengthen mechanisms of collaboration, cooperation and coordination at the local, national and regional level;
  - harmonize, adapt and simplify the laws and regulations governing management and use of FDH's natural resources;
  - increase impact by extending the range of management actions by applying proven techniques;
  - develop a system of collection, treatment and diffusion of data and location of relevant monitoring and evaluation indicators;
  - set up an efficient system for environmental monitoring; and
  - install an efficient financing mechanism of natural resources management actions, mobilizing local, national, regional and international resources.
37. The GEF Alternative aims to relieve the pressures on land, ecosystems and water resources in the FDH by focusing on creating an enabling environment for coordinated management of the Highlands, developing and implementing sustainable land use practices and livelihood options and improved management practices in forest-adjacent agricultural areas, while at the same time promoting sustainable solutions for the management of existing transboundary protected areas for the conservation of

biodiversity. The GEF Alternative aims at tackling the root causes of ecosystems degradation and ensuring a coordinated and sustainable rehabilitation of soils and vegetation of the FDH, stressing the participation of the local population. The rehabilitation of the degraded lands at the head waters of water sources will bring global benefits related to ecosystem conservation and regulating the water flows that originate from the FDH.

38. The GEF Alternative will contribute to a national, regional and international process of management and sustainable use of natural resources. Its identification and preparation followed a consultative process involving key stakeholders at local, national and regional levels (see Annex 5 for more details). It has been built on “lessons learned” from both the positive and negative experiences and impacts of the past and on-going initiatives in FDH and in the transboundary areas of the eight participating countries. The Project will therefore encourage a participatory approach and regional cooperation with necessary legal and institutional instruments for guaranteeing equitable sharing in development, conservation and utilization of resources in selected pilot sites and transboundary areas along the shared international water basins.

### **Objectives**

39. The development objective of this 10-year Project is to ensure the conservation and sustainable management of the natural resources of the Fouta Djallon Highlands over the medium- to long term (2025) in order to improve rural livelihoods of the population directly or indirectly dependent on the FDH. The environmental objective of the Project is to mitigate the causes and negative impacts of land degradation on the structural and functional integrity of the ecosystem of the Fouta Djallon Highlands through the establishment of a regional legal and institutional framework and strengthened institutional capacity designed to facilitate regional collaboration in the management of the FDH, assessment of the status of natural resources in the FDH and development of replicable, community-based sustainable land management models. To achieve these objectives, the Project will support activities through the implementation of the following four components: (i) enhanced regional collaboration; (ii) improved natural resources management (NRM) and livelihoods in the FDH; (iii) increased stakeholder capacity in integrated natural resources management; and (iv) project management, monitoring and evaluation, and information dissemination.

### **Detailed Project Description**

**Component 1:           Enhanced regional collaboration (Total: US\$4 832 799,  
GEF: US\$1 058 900)**

**Sub-component 1.1. International status and framework conventions**  
**(Total: US\$460 259; GEF: US\$151 400)**

40. This sub-component will support the establishment of a comprehensive and consensual legal and institutional framework that will facilitate and strengthen cooperation between the states in the management of the shared and transboundary natural resources of the FDH. The main outputs of the sub-component are highlighted below and are based on the

declaration about the international character of the FDH which was approved by the Council of Ministers in October 2004:

- National-level workshops for stakeholders and decision-making bodies are held one in each of the eight participating countries, to discuss and negotiate the draft framework convention for regional cooperation in the FDH.
- Legal framework convention finalized by incorporating the recommendations which result from the national workshops.
- The consolidated legal framework convention submitted to the eight governments for comments.
- Final institutional mechanisms for the management of the FDH (including conflict management procedures, sustainable financing arrangements and member state contributions, etc.) agreed upon at a regional meeting by the end of the 4<sup>th</sup> project year to be put in place during the second phase of the project.
- The legal framework convention on the regional cooperation adopted through a Ministerial Meeting of the eight countries which are part of the wider area of the FDH in the 4<sup>th</sup> project year.
- Broad information and awareness-raising campaign about the importance of the FDH, the need for regional cooperation, the declaration and the framework convention conducted that would target decision-makers, local authorities and stakeholders, development cooperation partners, among others, etc.

### **Sub-component 1.2. National laws, regulations and institutions**

**(Total: US\$364 010; GEF: US\$137 300)**

41. Each of the eight participating countries has its own laws and regulations for natural resource use. These laws need to be adapted, harmonized, disseminated and implemented, based on the declaration on the international character of the FDH and the framework convention for regional cooperation. The main outputs of the sub-component are:

- The national laws, regulations and institutional set up of the eight countries are reviewed and gaps identified through a process of broad consultations with the relevant governmental bodies.
- Results of reviewed proposed laws and regulations are shared and discussed among representatives of the eight countries through a regional consultation.
- Final versions of proposals for amending the laws and regulations generated and submitted to the governments of the eight countries for approval.
- The amended and harmonized legal texts are broadly disseminated through the appropriate channels.
- Institutional mechanisms and tools are revised and/or established on national and community levels for the implementation of the revised national laws and regulations (see also component 3).

- Transboundary agreements on natural resources management (transhumance, hunting, fisheries, land use) are reinforced through a regional consultation.
- Experiences with the amended laws and regulations are discussed among the representatives of the eight countries in the framework of the final meeting of the project.

### **Sub-component 1.3. Regional Observatory of the Fouta Djallon**

**(Total: US\$4 008 530; GEF: US\$770 200)**

42. Among the key lasting structures that the project will support is the creation of an “Observatory” designed to assess, evaluate, and monitor changes of the status of natural resources in the FDH. This Observatory will be set up within the IBC-AU. The Observatory will have the technical responsibility of overseeing the inventory and monitoring of the status of natural resources in selected pilot sites and transboundary areas of the FDH. It will aim to make a detailed assessment of the status of the resources (land cover, soils, waters, animal, plant species, biodiversity, etc.), land and ecosystem degradation trends and produce thematic maps (landscape units, vegetation and forest types, soils and vulnerable areas, protected areas, etc.). To this extent, the sub-component will contribute to the following outputs:

- Institutional review of key national (ministries) and regional institutions (NBA, OMVG, OMVS), regional programmes (FAO Africover and Global Land Cover Network) and individuals working in the field of natural resources inventory and monitoring carried out, their capacities for collecting and analyzing the necessary information reviewed as well as recommendations for procedures to monitor, map and statistically report on this resource base made.
- Data and information gaps identified;
- Draft strategy and action plan for the establishment of an Environmental Information System prepared and discussed in a seminar. This system will include: options for a mechanism for cooperation on natural resources information, proposed institutional framework, required management skills, training needs, and hardware and software requirements, among others;
- Consolidate and finalize the methodology and action plan for an Environmental Information System through the incorporation of the conclusions and recommendations of the seminar and through the outlining of the next steps to be taken to establish the Environmental Information System;
- Concept for the observatory developed during the PDF-B phase, reviewed and refined in light of the strategy and action plan and reviewed at a regional consultation of technicians and scientists from eight countries;
- Strategy and action plan and concept for the establishment of the Observatory endorsed by the Conference of Ministers;
- Database and information management system for the Fouta Djallon established and managed, building on existing regional (NBA, OMVS, OMVG) and national data collection systems and databases;

- Headquarters of the Observatory established, equipped with the basic required infrastructure (office material, training materials, computer infrastructure, remote sensing data analysis facilities) and operational;
- Eight “standardized” monitoring sites established and operational (four in Guinea, one each in the other four countries of the physical extension of the FDH), supplied with the relevant equipment to monitor climatological parameters, hydrological parameters, land cover and land use types and connected to the headquarters of the observatory;
- One technical session per site implemented to train different pilot station stakeholders in the monitoring and reporting of ecological and socio-economic parameters;
- Participatory ecological and socio-economic surveys as well as investigation of trends implemented in five countries through the commissioning of in-depth and comprehensive studies, one in each country, to an inter-disciplinary team;
- Donors approached for providing complementary funds for the expansion and diversification of the Observatory.

**Component 2: Improved natural resources management and livelihoods in the FDH (Total: US\$29 051 201; GEF: US\$5 942 600)**

**Sub-component 2.1. Integrated natural resources management in the pilot sites and watersheds (Total: US\$28 408 201, GEF: US\$5 344 600)**

43. The objective of the sub-component, which is one of the most important and substantive elements of the project, is to support interventions in altogether 29 pilot sites (Representative Pilot Basins (RPBs)) and six watersheds in headwater regions of main transboundary rivers. The interventions will be implemented based on the design and adoption of community-based natural resources management plans. In each of the six headwater regions, at least one of the 29 pilot sites will be located. Of the 29 pilot sites, 14 are already existing from the previous activities (all of them located in Guinea), 15 are new sites (of which will be four in Guinea, five in Mali, two in Senegal, two in Guinea-Bissau and two in Sierra Leone). The pilot sites will have an average size of 5 000 ha for an estimated total size of 145 000 ha. In addition, it is estimated that the project will have the most direct influence on approximately a 20 km radius around each project site. This means the project would generate a total indirect impact of around 3.6 million ha. The main outputs of the sub-component will be:

- Selection of six watersheds located in headwater regions of main transboundary rivers in close collaboration with the river basin authorities (NBA, OMVS, OMVG, etc);
- Selection of 15 new pilot sites through a participatory process, in particular through a workshop in each of the five countries (Guinea, Mali, Senegal, Guinea-Bissau, Sierra Leone) targeted at village groups;
- Participatory diagnosis of the natural resources potential, the degradation situation, the socio-economic conditions and the institutional set up in the six headwater regions through the establishment of an inventory and solid field campaigns;
- Participatory assessment of the natural resource situation and potential as well as of the socio-economic situation in each of the nine new pilot sites which are not located



in one of the headwater regions implemented through the establishment of an inventory and solid field campaigns;

- Comprehensive and participatory integrated watershed management plans developed in close collaboration with NBA, OMVS, OMVG and appropriate institutional mechanisms for the sharing and management of the natural resources in the respective watersheds established through a stakeholder workshop;
- Community-based improved natural resources management plan and priority setting developed and adopted through stakeholder consultation in each of the nine new pilot sites which are not situated in one of the headwater regions;
- Participatory review of achievements in each of the 14 existing pilot sites implemented through stakeholder consultations, needs for consolidation and additional interventions identified;
- A number of integrated demonstration activities implemented in all 29 pilot sites for the improved management of natural resources, for example restoration of degraded lands, soil conservation techniques, testing of improved land management, afforestation activities, agro-forestry practices, sylvo-pastoral systems, biodiversity conservation, protected area management, control of bushfire, etc.;
- At least four interest groups established in each of the six watersheds (e.g. on forestry, horticulture, water use, gender aspects) and at least two pilot activities implemented by each interest group for the overall protection of the respective headwater areas;
- Capacity building of stakeholders in each pilot site for the management of natural resources under the new management plan through 3-5 training sessions in each pilot site;
- One new transboundary protected area created and operational;
- Improved natural resources management plans fully implemented in all pilot sites and headwater regions.

### **Sub-component 2.2. Alternative income generation**

**(Total: US\$643 000; GEF: US\$598 000)**

44. The objective of this sub-component, in conformity with the implementation of the improved natural resources/watershed management plans (see sub-component 2.1), is to promote new income-generating opportunities to improve the livelihoods of the population in the Fouta Djallon Highlands. In achieving that objective, this sub-component will support the following outputs:

- Survey implemented in each pilot site on high value products and their potential (forestry, agriculture, handicrafts) as well as on the existing marketing mechanisms;
- Niche products identified and prioritized through a broad-based products and marketing workshop in each pilot site;
- One small-scale pilot and demonstration enterprise developed in each pilot site for the promotion and marketing of the identified niche products.

- Two training sessions implemented for the establishment of small-scale enterprises and the development of marketing mechanisms for different stakeholders, local entrepreneurs in particular.

### **Component 3: Increased Stakeholder Capacity in Integrated NRM**

**(Total: US\$553 000; GEF: US\$182 500)**

#### **Sub-component 3.1 Mobilization and training of stakeholders in Integrated NRM**

**(Total: US\$553 000; GEF: US\$182 500)**

45. The objective of the component is to train and strengthen local community institutions, community-based organizations and other stakeholders in natural resources management and institutional development. This component is linked to the output on institutional mechanisms in sub-component 1.2. Specific outputs include:

- Technical training materials, management guidelines and manuals on natural resource management developed (based on indigenous knowledge systems and practices, as well as on the experiences from the pilot sites), regularly updated and broadly disseminated in eight countries;
- Training and capacity-building of stakeholders, especially at local community level and targeting their organizations, in models and approaches of integrated and participatory management of natural resources implemented once every second year in each pilot site;
- Active participation of all local stakeholders (NGOs, farmers' associations, other local groups) in the implementation of the project promoted through regular information campaigns about progress in project implementation and about collaboration opportunities;
- Study tours and exchange visits for different stakeholders organized in the five countries: every second year an exchange visit within each of the five countries in which pilot activities are implemented, every second year one regional study tour.

### **Component 4: Project Management, M&E, and Information Dissemination**

**(Total: US\$9 563 000; GEF: US\$3 816 000)**

#### **Sub-component 4.1. Project management structures**

**(Total: US\$9 273 000; GEF: US\$3 784 000)**

46. This sub-component aims to ensure the needed institutional and administrative structures are put in place to ensure the effective implementation of the Project in a timely and cost-effective manner. Specific outputs include:

- Project management structures, including Steering Committee established and functioning effectively;

- Project staff recruited: regional project coordinator, Chief Technical Advisor, five support staff (1 administrator, 2 secretaries, 2 drivers);
- Adequate premises, equipment and support services established and operating, including six national (2 in Guinea and 1 each in Mali, Senegal, Guinea-Bissau and Sierra Leone) and five local offices (see organizational chart in Annex 6).
- Coordination mechanisms established and functioning.

#### **Sub-component 4.2. Monitoring and evaluation system**

**(Total: US\$ 40,000; GEF: US \$ 22,000)**

47. Monitoring and evaluation will be undertaken at three levels: project outcomes and impacts in relation to the logical framework; delivery of project outputs in accordance with the annual work plans; and monitoring of project implementation and performance. The objective of this sub-component is to develop a transparent monitoring and evaluation system that would provide accurate and timely information and feedback on project implementation and performance to enable project management to make decisions that address issues as they arise. The Monitoring and Evaluation (M&E) system would be cost-effective and conform to existing UNEP and FAO policies and procedures and evolving GEF guidance. The project M&E system will be linked closely to the Observatory which would eventually be responsible for monitoring project impact. This sub-component would support the following activities:

- Recruitment of a monitoring and information consultant to develop the M&E system;
- Design or purchase of software to support a computer-based M&E system;
- Training of project management and National Focal Points to facilitate accurate data collection, formatting, and reporting to the Regional Project Coordination Unit;
- Preparation of quarterly project implementation reports and six monthly project progress reports;
- A mid-term review and final project evaluation.

#### **Sub-component 4.3. Information dissemination**

**(Total: US\$250 000; GEF: US\$10 000)**

48. The objective of the sub-component is to disseminate information to address key institutional, cooperation, technical and socio-economic barriers that could impinge on the project achieving its objectives. Specific outputs are:

- Project reports, results and information disseminated on a regular basis among the different agencies and institutions involved in the project;
- Project website established, maintained, regularly updated and linked to the websites of the Mountain Forum, as well as the Mountain Partnership;
- Bulletin board on the project website established, operational and moderated for the posting of queries, interesting information, highlights in project implementation, etc.;

- One E-conference organized per year on pertinent topics emerging from the project implementation;
  - Quarterly project newsletter produced and widely disseminated, including also to the Mountain Forum and the Mountain Partnership.
49. Components 1, 2 and 3 are interlinked and together aim at overcoming institutional, cooperation, technical and socio-economic barriers to sustainable natural resource management of the FDH. Component 1 considers the establishment of regional cooperation with appropriate legal and institutional collaboration mechanisms as a prerequisite to enable sustainable and integrated management of the shared transboundary natural resource of the extensive FDH. The promotion of increased institutional cooperation among the countries will lead to a shared long-term vision of coordinated actions for the prevention of land degradation and the sustainable management of natural resources in the Highlands as a whole. Components 2 and 3 aim to build the foundation of the Fouta Djallon Highlands management programme, through building technical capacities and models, institutional strengthening, including managerial and organizational approaches and mechanisms.
50. Component 4 aims to ensure project management structures and politico-institutional and technical-administrative conditions are created, needed for effective implementation of the project in a timely and cost-effective manner. To enable smooth achievement of the other three components, the project management team will ensure favorable environment for the involvement of all the stakeholders, particularly the local communities, and the implementation of the project through structured partnership and consultation mechanisms, participatory approaches, capacity building, transfer of knowledge and responsibilities to stakeholders, particularly the local communities.

#### IV. IMPLEMENTATION

##### Project Implementation.

51. The proposed project area for the FDH is defined to include the Highlands themselves (Guinea), the surrounding foothills (which extend into Sierra Leone, Guinea-Bissau, Mali and Senegal), and the upper portions of the major transboundary rivers (specifically the Niger, Senegal, and Gambia Rivers, and include Gambia, Mauritania, and Niger). The area covers approximately 325 000 km<sup>2</sup> in area. Five countries will participate in all aspects of the Project which includes the field activities (these are those countries whose borders overlap to varying degrees with the FDH and the associated foothills: Guinea, Guinea-Bissau, Mali, Senegal, and Sierra Leone). In addition, three countries will participate in the project's regional activities (those countries that depend on the natural resources, particularly water originating in the FDH but do not have boundaries that coincide with them: Gambia, Mauritania, and Niger). Regular contacts and interactions with a few additional countries, which to some extent are concerned with natural resource management in the Fouta Djallon Highlands, will be maintained (e.g. Benin, Côte d'Ivoire and Nigeria).
52. The Project is expected to run for ten years, divided into two phases of four and six years, respectively. Phase I will focus on: (i) implementation arrangements, (ii) institutional

and capacity-building activities needed to create an enabling environment for enhanced regional collaboration; (iii) evaluating past experiences to better build on what has proven to be successful in the FDH, (iv) establishing legal and institutional frameworks, (v) implementing demonstration activities in pilot sites and watersheds of headwater regions; and (vi) finalizing activities to be supported in Phase II. In contrast, Phase II will focus more on the consolidation and expansion of previous demonstrated models and approaches, through upscaling in the shared river basins and transboundary areas as well as the pilot sites of the FDH. An evaluation of Phase I will be conducted and submitted to GEF together with a request for funding of Phase II. A more detailed overview of the project implementation according to outputs and phases is provided in Table 2.

## **Project Management**

53. The following bodies will support the Project and have been presented by function:

### **Policy**

54. **Project Steering Committee (PSC):** The PSC is the overall policy setting body for the Project. The PSC will be composed of representatives from: the participating countries, the national GEF Operational Focal Points, the IBC-AU, ECOWAS, representative of the Department of Rural Economy and Agriculture (Commission of the African Union), UNEP (Implementing Agency), and FAO (Executing Agency). The Global Mechanism (GM) and other donor representatives and key partners such as NBA, OMVS, OMVG, CILSS can be invited to participate as observers as required. Members of the PSC will be responsible for representing their country/partner institution at the technical and administrative levels. The PSC will be responsible for, inter alia:

- reviewing and approving the project work plan;
- assessing progress in the implementation of the project and recommending necessary actions and measures to be taken towards smooth achievement of the project objectives;
- reviewing of the TOR for the National Focal Points in the context of the project, approving the TOR of the NTPUs, the LPSUs, RSTC;
- approving the selection and recruitment of the Regional Project Coordinator;
- reviewing/approving the legal and institutional frameworks that will be proposed and recommending steps to be taken for their adoption;
- reviewing and endorsing the establishment of the Observatory, including its mandate and legal framework, proposed methodologies for data collection, etc. prior to its submission for the Conference of Ministers for approval;
- examining the recommendations of the Regional Scientific and Technical Committee;
- approving criteria for the identification and selection of pilot and demonstration sites;
- approving strategies for communication, partnerships and resource mobilization;
- monitoring inputs of international and national partners, ensuring that project obligations are fulfilled in a timely and coordinated fashion;
- overseeing and coordinating, if necessary, the co-financing initiatives for the project;
- assisting in the mobilizing of co-financing (other donor and national support);
- reviewing and endorsing the Phase 2 project proposal; and
- providing guidance to the Regional Project Coordinator.

**Table 2: Implementation of project activities according to Tranche and outputs**

Sub-components and activities	Tranche 1 (4 years)				Tranche 2 (6 years)					
	1	2	3	4	5	6	7	8	9	10
<b>Sub-component 1.1. Institutional status and framework conventions</b>										
1.1.1. National level workshops										
1.1.2. Finalization of framework convention										
1.1.3. Submission of framework convention to governments										
1.1.4. Institutional mechanisms										
1.1.5. Minist. meeting: adoption of framework convention										
1.1.7. Information campaign										
<b>Sub-component 1.2. National laws, regulations and institutions</b>										
1.2.1. Review of national laws and regulations										
1.2.2. Discussion of the review results										
1.2.3. Submission of final proposals for amended laws/regulations to governments										
1.2.4. Dissemination of amended legal texts and regulations										
1.2.5. Revision of institutional mechanisms										
1.2.6. Reinforcement of transboundary agreements in NRM										
1.2.7. Discussion of experiences with amended laws										
<b>Sub-component 1.3. Regional Observatory of the Fouta Djallon</b>										
1.3.1. Implementation of institutional review										
1.3.2. Identification of data and information gaps										
1.3.3. Draft strategy for Env. Inf. System and seminar										
1.3.4. Consolidation of strategy										
1.3.5. Review and refine concept for observatory										
1.3.6. Endorsement of concept by the Conf. of Ministers										
1.3.7. Database and info management system operational										
1.3.8. Establishment of observatory HQ, operational										
1.3.9. Eight monitoring sites operational										
1.3.10. Technical sessions										
1.3.11. Ecological and socio-economic surveys										
1.3.12. Donor contacts										
<b>Sub-component 2.1. Integrated NRM in pilot sites and watersheds</b>										
2.1.1. Watershed selection										
2.1.2. Selection of new pilot sites										
2.1.3. Inventory in six headwater regions										
2.1.4. Inventory in new pilot sites										
2.1.5. Watershed management plans										
2.1.6. Pilot site management plans										
2.1.7. Review of achievements in existing pilot sites										
2.1.8. Pilot and demonstration activities in 29 pilot sites										
2.1.9. Pilot activities in watersheds										
2.1.10. Capacity building of pilot site stakeholders in NRM										
2.1.11. Establishment of transboundary protected area										
2.1.12. Full implementation of management plans										
<b>Sub-component 2.2. Alternative income generation</b>										
2.2.1. Survey on high value products										
2.2.2. Prioritization of niche products										
2.2.3. Establishment of small demonstration enterprises										
2.2.4. Training sessions										

<b>Sub-component 3.1. Mobilisation and training of stakeholders</b>																				
3.1. Develop and update technical training materials																				
3.2. Training and capacity building in NRM																				
3.3. Participation of stakeholders																				
3.4. Study tours																				
<b>Sub-component 4.1. Project management</b>																				
4.1.1. Establishment of project management structure																				
4.1.2. Recruitment of project staff																				
4.1.3. Establishment of premises, country offices etc.																				
4.1.4. Establishment of coordination mechanisms																				
<b>Sub-component 4.2. Monitoring and evaluation</b>																				
4.2.1. Recruitment of M&E consultant																				
4.2.2. Design and purchase of software																				
4.2.3. Training																				
4.2.3. Quarterly and 6-monthly reports																				
4.2.1. Review and final evaluation																				
<b>Sub-component 4.3. Information dissemination</b>																				
4.3.1. Project reports																				
4.3.2. Website																				
4.3.3. Bulletin Board																				
4.3.4. E-conferences																				
4.3.5. Quarterly Newsletter																				

The PSC will meet annually on the occasion of other related regional meetings organized by the project or by the FDH Programme. Regular communications and contacts will be maintained by e-mail; requests for comments/no objection will also be made by e-mail or facsimile as required for the smooth and timely implementation of the project. The PSC will elaborate and adopt its own TORs on the occasion of the first session.

55. **The Scientific and Technical Committee (STC):** A STC will be established and will be composed of five independent experienced experts (scientific and technical practitioners, researchers, university staff, etc.), selected on the basis of their competence in transboundary land and natural resources management and with good knowledge of the Sudano-Guinean mountainous ecosystems and biodiversity. The STC will provide independent opinions and advice on the technical reports produced by the project, including planned activities, as well as on the natural resource management models to be promoted in the pilot demonstration sites. The STC advises the RPCU, IBC-AU and the NFPs on the risks and trends of degradation from the technical and scientific perspective which are evidenced in the Fouta Djallon Highlands as well as on the approaches and methods to reverse this degradation. The STC, to the extent possible, should also provide advice on related activities and possible co-financing opportunities. The RPCU will communicate electronically with the STC; meetings will be organized as project resources may allow.

### Implementing Bodies

- **United Nations Environment Programme (UNEP):** As the GEF Implementing Agency, UNEP will be responsible for overall project supervision to ensure consistency with GEF and UNEP policies and procedures, and will provide guidance on linkages with related UNEP and GEF-funded activities. The UNEP/DGEF Co-ordination will monitor implementation of the activities undertaken during the

execution of the project. The UNEP/DGEF Co-ordination will be responsible for clearance and transmission of financial and progress reports to the Global Environment Facility.

- **International Bureau of Coordination-African Union (IBC-AU):** The IBC-AU will host and co-fund the Regional Project Coordination Unit (see below). It will ensure the coordination of the FDH-INRM project within the context of the FDH-MP and with other FDH-MP projects, in close collaboration with the National Focal Points of the member countries. Given its mandate and comparative advantage for the promotion of regional collaboration and coordination of activities targeting sustainable management of the Fouta Djallon Highlands, the IBC-AU will be the main facilitating agency for the implementation of activities of Component 1 of the project. The IBC will recruit the Regional Coordinator of the FDH-INRM project, in close consultation with FAO and UNEP. A shortlist of three candidates would be provided for the eventual approval of the Project Steering Committee (PSC) (see below), FAO and UNEP.

#### Executing Bodies:

- **Food and Agriculture Organization of the United Nations (FAO):** As the Executing Agency of the project, FAO will provide the overall co-ordination and technical backstopping of the FDH-INRM Project. In this capacity, FAO will be responsible for, *inter alia*, the overall financial management of the project, ensuring the necessary human resources and equipment inputs are provided in a timely manner to ensure smooth implementation of the project and delivery of project outputs, the submission of project progress and financial reports to UNEP/GEF. In close consultation with UNEP/GEF, IBC-AU, and the participating countries, FAO will recruit an international Chief Technical Adviser (CTA), who will be under the overall responsibility and direct supervision of FAO. The CTA will be responsible for providing technical and administrative support as well as for the management of the GEF resources at the level of the PSC. He/she would furthermore assist the Regional Project Coordinator in the day-to-day management and coordination of the project. In addition, FAO will facilitate and ensure the sharing and flow of information and linkages, internationally, among and between regions. FAO will provide technical support to the project in a very broad sense, tapping into the expertise from its programmes on forestry, land and water, sustainable development, enterprise development, legal advice, etc.
- **Regional Project Coordination Unit (RPCU):** The Project will be executed under the technical, financial and administrative responsibility of an autonomous coordination unit that would be hosted at the IBC-AU premises in Conakry. The role of the RPCU is to ensure the coordination and execution of the project and implementation of the work plan, both at the regional and national levels. The RPCU will work closely with the National Technical Project Units (NTPUs) (see below), and other stakeholders and partners. The RPCU will be composed of a Regional Coordinator (RC) who will be recruited by IBC, in close consultation with FAO and UNEP and approved by the PSC. The RC will preferably be from one of the participating Member States. He or she will have the status of a regional expert which will be defined in the TORs. In addition to the Coordinator, there will be a Chief Technical Adviser recruited by FAO with GEF resources. Support staff will include: an



administrative assistant, secretaries (2), chauffeurs (2). The RPCU will be closely linked with the Observatory that will be established under IBC-AU. When fully established and operational, the Observatory will have technical responsibility for overseeing and coordinating the assessment, evaluation and monitoring of the FDH's resources. It will furthermore provide scientific and technical advice to Project management, national counterpart agencies, and the IBC-AU. The CTA will be responsible for providing technical, managerial, and supervisory support to the Regional Observatory of the Fouta Djallon

- **National Technical Project Units (NTPU).** In each country, national technical project units (NTPUs) will be established to facilitate the execution of project-supported activities. Each of the participating “highland” countries will have one NTPU, except Guinea, which will have two, one at Labé and one at Mamou.<sup>1</sup> These Units will work in close collaboration and on a contractual basis (if necessary) with NGOs, decentralized public services, private sectors and socio-professional associations, etc. The NTPU will answer both to the technical and financial authority of RPCU (based in Conakry). The NTPU will be coordinated by the National Focal Point (NFP) in each country with technical and administrative support from the Regional Project Coordinator and the Chief Technical Adviser.
- **Local Project Support Units (LPSU).** At the field level, one or more local support units (LPSUs) will be established, as required, to facilitate project-supported interventions targeting local sites and beneficiary populations. Each country will have a suitable number of units according to local conditions and activities.<sup>2</sup> LPSUs will provide communities with technical support, working in close collaboration with partners, and local administrative authorities, and local extension workers.

56. A regional workshop will be organized to formally launch the project to which representatives of the full-range of regional, national and local stakeholders will be invited to participate. In the five countries where field activities will be supported by the Project (Guinea, Guinea-Bissau, Mali, Senegal et Sierra Leone), there will also be annual meetings to plan each year's activities for the purposes of providing feedback to the RPCU on the national and local context with respect to the smooth implementation of the project and adoption of proposed project strategies, the identification of possible field sites, and agreeing on the annual national work plan. The meetings will involve: the National Focal Point, national project staff (NTPU and LPSU), and representatives of communities, associations, NGO, public technical services and private sectors, and donor representatives, as required.

57. A more detailed description of the institutional, coordination and implementation arrangements, including organization charts of both FDH-MP and the Project, can be found in Annex 6.

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<sup>1</sup> This is due to the extent of the larger area covered by the project in Guinea (70 percent of total FDH extended areas).

<sup>2</sup> The farmers associations at village level will be a key focus of the Project's support mechanism. Appropriate arrangements will be agreed with local communities upon the start up of the Project, considering: (I) local development plans, (ii) existing thematic consultative groups, and (iii) available local capacities.

## V. COORDINATION WITH OTHER IAs/EAs

### Linkages to the IA and EA Programmes

58. As Implementing Agency (IA), UNEP's role in GEF is detailed in the *Action Plan on Complementarity Between the Activities Undertaken by UNEP under the GEF and its Programme of Work* (1999). This Project addresses the Action Plan's strategic objective of "promoting multi-country cooperation directed to achieving global environmental benefits". It will do this by establishing international cooperation mechanisms and the sharing of knowledge of good practice between countries. The Project is also consistent with the *Land Use Management and Soil Conservation Policy of UNEP* (UNEP/GC.22/INF/25) that emphasizes UNEP's role in addressing the environmental dimensions of land use management and stresses its role in supporting the implementation of the UN Convention to Combat Desertification and in supporting Africa through the NEPAD Environment Initiative.
59. The Executing Agency (EA), FAO, has a key technical and coordination role consistent with its contribution to the GEF. With other IAs, major environment-development initiatives and assessment projects such as the Global Forest Resources Assessment (FRA), FAO continues to play a central role. For example, land and agriculture were among the major topics at the Eighth Session of the Commission on Sustainable Development, New York, 25 April -5 May 2000. FAO played the main role in the preparation of the UN Secretary-General's reports on Chapter 10 (Integrated Planning and Management of Land Resources) and Chapter 14 (Sustainable Agriculture and Rural Development), coordinating inputs from many UN agencies, NGOs and various stakeholders. The report on Chapter 10 included several task manager reports, namely on Chapter 11 (Combating Deforestation), on Chapter 12 (Combating Desertification and Drought), and Chapter 15 (Conservation of Biological Diversity). FAO is also responsible for the implementation of Chapter 13 (Sustainable Mountain Development), acted as the Lead Agency for the International Year of Mountains 2002 and hosts the Secretariat of the Mountain Partnership. For the FRA, the key characteristics included "close collaboration among international forest-related processes such as those related to criteria and indicators for sustainable forest management."

### Linkages to other GEF Projects

60. The eight FD-INRM countries are currently participating in a number of partially GEF-supported activities. These include both regional and national projects. Of these, the two projects most relevant to the goal and objectives of FD-INRM are both regional. These are: (i) Reversing Land and Water Degradation Trends in the Niger River Basin, and (ii) the Senegal River Basin Water and Environmental Management Program (Table 3).

**Table 3. Regional GEF-supported Projects Involving FD-INRM Countries**

	<b>Regional GEF Projects</b>	
<b>Countries</b>	Reversing Land and Water Degradation Trends in the Niger River Basin	Senegal River Basin Water and Environmental Management Program

Gambia		
Guinea	X	
Guinea-Bissau		
Mali	X	X
Mauritania		X
Niger	X	
Senegal		X
Sierra Leone		

### Reversing Land and Water Degradation Trends in the Niger River Basin

61. The objective of the project is to address transboundary environmental management and capacity building for the shared water and land resources of the Niger River Basin. There are three major components: (i) capacity building (supporting integrated regional [Niger Basin Authority], national and local capacity building to manage natural resources); (ii) land and water issues (promoting an integrated approach to upper and lower Basin to land-water and environmental management); and (iii) transboundary increment (promoting the transition of national to regional decision-making capacity to address issues of a transboundary nature). The total project cost is US\$30.3 million of which the GEF grant is US\$13.4 million. The Niger Basin Authority (NBA) on behalf of the national governments of Benin, Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Guinea, Mali, Nigeria, is responsible for implementing the project.

### Senegal River Basin Water and Environmental Management Program

62. The objective of the project is to ensure the sustainable management of the Senegal River Basin's water resources and biodiversity and environment. There are four components of which the most relevant to FD-INRM are: (i) environmental management structure (establishing effective institutional mechanisms for the sustainable management of the Basin); (ii) knowledge base (establishing socio-economic and physical conditions in the Basin); and (iii) priority and opportunities analysis (identification of priority transboundary issues, mitigation measures, and priorities and opportunities). The total project cost is US\$40 million of which the GEF grant is US\$7.6 million. The Senegal River Development Organization (OMVS), on behalf of the national governments of Mali, Mauritania and Senegal, is responsible for implementing the project.

63. There exist a number of activities between the two regional projects and the FD-INRM where coordination and collaboration would appear to be able to achieve significant synergies. For the Senegal River Basin, these include: (i) environmental and natural resources assessments, (ii) database creation and exchange, and (iii) participation in the regional forum to be established under the project. Under the Niger River Basin Project, particularly relevant activities include participation in the establishment of an information

system and improved data collection, exchange and monitoring mechanisms (most relevant may be the activity aimed at establishing linkages between natural resources, socio-economic conditions, and the environment).

64. In addition to the regional projects, there are also a number of national projects that, to varying degrees, may be relevant to the FD-INRM goals and objectives. For the five participating countries with field activities, the one project that may be relevant is the Conservation of the Biodiversity of the Nimba Mountains through Integrated and Participatory Management (Guinea). In addition, there are several coastal marine and biodiversity management projects (Guinea, Guinea-Bissau, Mali, and Senegal).
65. It is clear that there is a need to coordinate activities and exchange information between the FD-INRM Project and regional river basin and national projects. For the former, the main institutional mechanism to achieve this will be to take advantage of participation of the relevant river basin authorities (NBA, OMVS, OMVG) as members of the FDH-MP (see below). In addition, participation in regional fora, exchange of information through the information dissemination sub-component, and cross-site visits will also be used to ensure increased collaboration and coordination between the projects; activities which may also prove useful to identify and exploit synergies in one or more of the national projects identified above.

## **VI. STAKEHOLDER INVOLVEMENT**

### **Beneficiary and Stakeholder Profiles**

66. The direct beneficiaries of the Project are rural communities living in the Highland areas that are directly dependent on the natural resources for their livelihoods. They are distributed in many social and socio-professional categories consisting of the following:
- **Farmers:** they practice shifting cultivation through “slash and burn techniques” for cereal production (fonio, millet, sorghum, maize), tubers (manioc, taro, sweet potato), groundnut and cotton;
  - **Livestock breeders:** generally Fulani, practice animal breeding and limited agricultural activities. In the central plateau level of the FDH, most livestock breeders are sedentary, with small herds of a dozen heads, often straying around the village. In the extension areas of the FDH, there are also large animal breeders of herds with, at times, 100 heads of livestock;
  - **Fishermen:** in Guinea, they are traditional fishermen along the main watercourses, belonging generally to the Bozo and Somono ethnic groups. Other ethnic groups also fish from time to time. Due to serious decline of fish production potential, it has been observed in the past years a moving trend of the fishermen from northern to southern parts of the Niger watercourse, with significant risks of future shortages of fish if nothing is done to promote sustainable management of fish and fishing techniques that respect the reproductive cycle of fish species;
  - **Hunters:** there are traditional groups of hunters, but they have been strongly reduced in number, following a growing shortage of game. There are still some camps of traditional hunters around parks and protected areas; and

- Foresters and wood craftsmen, beekeepers, traditional healers and other groups whose activities depend on the management of the natural resources.

67. In addition to these direct beneficiaries of the Project, there are a number of other stakeholder groups that will be involved to varying degrees and include consumers, civil society/NGOs, the State, private sector and the donors (see Annex 5 for more detail).

### **Participation and Consultation**

68. To ensure sustainable management of the Highlands' natural resources, the Project, building on the approach adopted in its design and planning, will adopt a participatory approach, bringing together all relevant stakeholders and actors and encouraging active participation in its implementation, monitoring and evaluation. Participation will include adapting traditional practices of shifting cultivation and slash-and-burn cultivation by applying those improved by integrated management of soil fertility (agro-forestry) and water control (small-scale irrigation), the assimilation of new technologies of resources developed by the Project and the will to adopt new technologies for sustainable use of resources. Other highly relevant activities include building awareness and providing information on project goals and activities. Implementation of project activities, in particular, will be ensured by the local communities and their organizations with the support of the Project's technical services, private sectors, NGOs supporting local development, and traditional, political and local administrative authorities. A participatory monitoring and evaluation system will be established so that local communities and civil society in general are kept up to date with the project activities. Particular attention will be given to gender issues and to the social status of the populations in the decision-making process, as well as consensual membership of all parties concerned in the project, prior to its start-up.

69. Many international and local NGOs (Annex 5) are already involved in the FDH region. These NGOs are supporting on-going actions at local community levels in sustainable natural resources management. The project will benefit from their experiences and commitment supporting rural areas and the use of sustainable natural resources.

70. Community contributions to project implementation will be mainly in-kind and their participation modalities will be defined in the terms and conditions of the agreement framework, including in their territorial management plans. The RPCU and the NTPU will develop specific criteria for the selection of pilot sites and for local actors and NGOs participating in the project.

### **Involvement of Regional Organizations**

71. The Project was designed so that all parties concerned have a role in the decision-making process. In particular, the river basin organizations (NBA, OMVS, OMVG) are already providing substantial efforts towards integrated management of watershed and water resources along the river basins. Their contribution to the Project will further ensure the conservation and sustainable use of the FDH natural resources. Coordination mechanisms with other executing agencies will be developed through their participation in the Project Steering Committee meetings as well as through information exchanges and the creation of new institutional networks. The Project will specifically establish links with these regional river basin authorities and it is expected that technical support will be increased for integrated management of the Senegal River basin, noting that Guinea is not officially a member of OMVG but participates as an observer. The inter-basin coordination will be

facilitated by the fact that NBA, OMVS and OMVG are existing members of the FDH-MP.

## **VII. SUSTAINABILITY, REPLICABILITY AND RISKS**

### **Sustainability**

72. At the regional level, project outcomes and achievements are expected to be sustained due to the participating countries existing commitments to the conservation and sustainable management of the FDH as demonstrated in the AU supported FDH Management Program. The finalization and adoption of the international institutional and legal framework in support of a regional approach to managing this globally important area will further strengthen the institutional sustainability at regional level. Regional cooperation will be further supported through the harmonization of respective country forestry policies and legislation. The project will lead to the institutionalization of regular contributions from governments and local communities (in kind and cash) to INRM in the transboundary FDH watershed, which will ensure continued funding and sustainability of regional activities.
73. At the community level, improved natural resource and ecosystem function will generate local benefits and contribute to poverty alleviation, which in turn will contribute to the sustainability of the project. The Project will provide participating communities with the necessary autonomy in determining the activities likely to restore ecosystem functioning, curb land degradation and contribute to the sustainable management of water resources. All these activities will generate income and benefits to local stakeholders and provide the necessary incentives for them to continue the activities after the end of the Project. Increased income from food production and sustainable use of biodiversity products will contribute to building local communities' capacities and provide them with incentives to sustain the project's positive results.

### **Replicability**

74. To achieve the development objective of conservation and the sustainable management of the FDH over the medium to long term (2025), this ten-year Project is highly dependent on the widespread replication of its successful outcomes and the "lessons-learned" and approaches developed during its implementation. It is against this background that much of Tranche I will focus on the establishment of the required regional legal and institutional framework complemented with increased national capacity to sustain the long-term effort needed to achieve this ambitious objective.
75. Project-generated experiences and "lessons-learned" that are expected to be relevant to the wider sub-region and suitable for replication elsewhere include those associated with the: (i) development of harmonized institutional frameworks of cooperation and environmental management among the PMS, (ii) development of mechanisms to facilitate collaborative approaches to addressing transboundary issues, (iii) establishment of integrated data bases and information sharing protocols, (iv) development and implementation of community-based natural resources management plans, (v) identification and development of increased income-generating opportunities based on

under-utilized high value products, and (vi) empowerment of local communities and stakeholders dependent on natural resources.

76. At both a sub-regional and global level, replication of relevant project outcomes and “lessons learned” will be facilitated through: (i) the establishment and maintenance of a Project website which will be linked to a number of other relevant websites including the Mountain Forum and Mountain Partnership; (ii) an electronic bulleting board associated with the aforementioned website; (iii) an annual E-conference; and (iv) a quarterly project newsletter. It is viewed that the dissemination of project relevant results will be particularly beneficial to several on-going and proposed projects designed to foster restoration of critical watersheds in West Africa and other Sub-Saharan African regions. The dissemination of project relevant information and models will offer opportunities to replicate the results by regional and sub-regional organizations such as CILSS, Agrhymet, ECOWAS, and the AU. Furthermore, at the sub-regional level, given the project’s emphasis on the establishment of a regional integrative approach to the management of the FDH, there is a built-in “information dissemination system” that will support expansion and replication of critical project outputs targeting key actors within the region with dissemination of good practices and conflict resolution approaches, which will eventually promote replication and scaling up throughout the sub-region. Finally, at the local level, proven approaches to achieving improved community-based land and natural resource management practices will be up-scaled and replicated elsewhere in the project area through promotion by extension officers as well as farmer-to-farmer, community-to-community and project-to-project exchange visits.

## **Risks**

77. The ten-year proposed life of the project is judged to be the minimum time necessary to measure if any significant results are achieved through project activities, particularly those directed at the restoration and management of natural resources and ecosystems. If the Project succeeds, it could reduce the perverse effects of climate change and serve as an example to be replicated in other comparable ecosystems elsewhere in Africa. The planned strategies and activities will improve livelihoods by building capacities of communities in natural resources management of the FDH. Furthermore, the legal/institutional cooperation arrangements lay the framework for continuity at a higher level. Project sustainability, however, will depend on the following risks: (i) environmental, (ii) political, (iii) legal, and (iv) institutional. Specifically, these are:
- **Climatic and environmental** : The climatic variations related to consecutive droughts for more than three decades may bring negative impacts on annual rainfall and therefore reduce the success of the restoration activities in the degraded areas and plantation, as well as the amount of water resources on which the water management models are based. Since agricultural and forest production (products of forest harvest, fishing, hunting, etc.) and biodiversity are largely dependent on rain, early or prolonged drought or flooding could have harmful consequences on the expected results of the project. However, the project strategy is to respond to these kinds of risks by anticipating such events, directly or indirectly, which should strengthen the local population’s capacities to handle negative climatic impacts and adapt to more long-term climate change trends;
  - **Political**: The political risks are mainly linked to the lack of a formalized cooperation framework among participating States or to the involvement of sub-regional or regional

political organizations with limited powers in terms of organizing and coordinating transboundary natural resources management operations. As first priority the Project will ensure that necessary cooperation, including regulatory and institutional frameworks are approved by all participating countries and effectively implemented and known by all stakeholders;

- **Legal:** The risk that not all PMS adopt and ratify the legal framework convention of regional cooperation could compromise the opportunities of a coordinated management of resources. There is also the risk that the affirmation of the Highland's international aspect regarding transboundary waters and natural resources will not be put into effect. The lack of laws and regulations harmonized in natural resources management, land tenure and pastoral codes also constitutes a major risk to the successful implementation of project activities. The project will establish coordinating mechanisms between the participating States and harmonizing the relevant laws and legislative documents, which should reduce these types of risks;
- **Institutional:** The potential human resources and financial constraints of the IBC-AU could be a limiting factor in the successful coordination of the FDH programme, this project in particular, and in donor mobilization and coordination. The AU has committed itself to supporting three new posts in the IBC which would reduce this risk. The project will focus on strengthening, among other things, IBC's institutional and human resource capacity in this first phase. A Chief Technical Advisor will also be recruited by the project to support the Regional Project Coordinator who would be recruited by the IBC.

78. Other risks could emerge, particularly those linked to fluctuations in the national currency exchange rate (particularly, the CFA franc, the Guinean franc, the Dalasi and the Ouguiya), which could have a major impact on the project budget. The US dollar is selected here as a reference currency to minimize losses of exchange. Similarly, there is a risk of political instability, such as was the case in some member countries of the Programme, notably Sierra Leone and Guinea-Bissau, or unfortunate episodes related to public order and personal and property safety, which has resulted in large movements of refugees together with major degradation of ecosystems and natural resources in the designated areas. However, one can fortunately see that a beginning of a new order of security prevails throughout the region.

79. The potential risks have been taken into account and minimized through project flexibility, the tranché approach, and the adoption of a decentralized and participatory management approach. The extensive consultations at local and regional levels with the wide range of stakeholders, and the coordination mechanisms that will be established through the project would minimize threats against the continuity of activities. Moreover, the magnitude of the existing efforts made by the eight countries (Annexes 4 & 6) to protect the FDH through the existing regional agreements to support environmentally-sound socio-economic development in the transboundary zone will contribute to future institutional sustainability. Finally, capacity-building of local communities in environmental management, together with upgrading of indigenous knowledge through field exchange visits, workshops and training/information seminars are essential to build public awareness on sustainable natural resources management.

## VIII. INCREMENTAL COSTS AND BENEFITS AND PROJECT FINANCING



## Incremental Cost Analysis

**Table 4. Incremental Costs**

<b>Components</b>	<b>Baseline (US\$)</b>	<b>Alternative (US\$)</b>	<b>Incremental Cost (US\$)</b>
1. Enhanced Regional Collaboration	66 346 000	71 178 799	4 832 799
2. Improved NRM and Livelihoods	268 859 000	297 910 201	29 051 201
3. Increase Stakeholder Capacity	14 602 000	15 155 000	553 000
4. Project management, M&E and Information Dissemination	1 715 000	11 278 000	9 563 000
<b>Total</b>	<b>351 522 000</b>	<b>395 522 000</b>	<b>44 000 000</b>

**Table 5. Component Financing**

<b>Components</b>	<b>GEF (US\$)</b>	<b>Co-financing (US\$)</b>	<b>Total (US\$)</b>
1. Enhanced Regional Collaboration	1 058 900	3 773 899	4 832 799
2. Improved NRM and Livelihoods	5 942 600	23 108 601	29 051 201
3. Increase Stakeholder Capacity	182 500	370 500	553 000
4. Project management, M&E and Information Dissemination	3 816 000	5 747 000	9 563 000
<b>Total</b>	<b>11 000 000</b>	<b>33 000 000</b>	<b>44 000 000</b>

80. To evaluate the baseline, field missions were carried out in the eight countries. The missions made contact with the technical and financial partners and evaluated the financial efforts both internal (by the countries) and external (by the cooperation partners). The baseline, therefore, covers the investments made by the governments and donor agencies; investments likely to serve as baseline to the implementation of the activities programmed for within the framework of the project.

81. The alternative scenario and the incremental costs include the total cost required to attain the objectives of the project and to assure conservation, sustainable use and management of the natural resources and ecosystems of FDH that are of global significance. The incremental cost is given as the difference between the total cost of the alternative scenario and the cost of the ongoing efforts (the baseline).

82. The co-financing includes the contributions by the eight Governments, the contributions of the development partners, donors and beneficiaries that will directly contribute to the objectives of the project notably the support of biodiversity conservation in transboundary protected areas. The ongoing project financing is evaluated by projection over the duration of the project.
83. The past and ongoing efforts in the FDH are considerable, through financing of activities for conservation of biodiversity, sustainable management of water resources and land rehabilitation. Such efforts are evaluated at approximately US\$351 522 000. Existing investments that will contribute directly to the present project are evaluated at US\$10 million (US\$5 million for Guinea, US\$1 million for Guinea-Bissau, US\$2 million for Mali, US\$1 million for Senegal and US\$1 million for regional efforts).
84. Thus, the alternative, adding together existing investments and the incremental costs of altogether US\$44 million (excluding the PDF-A & B) is estimated at US\$395 522 000. Details of these evaluations are presented in Annex 1.

**Table 6: Project Financing according to Sub-component, Tranche and Funding Source**

<b>Sub-components</b>	<b>Total</b>	<b>Tranche 1</b>	<b>Tranche 2</b>	<b>GEF total</b>	<b>GEF phase 1</b>	<b>GEF phase 2</b>	<b>Countries</b>	<b>Beneficiaries</b>	<b>FAO</b>	<b>Cofinancing (donors)</b>	<b>African Union</b>
1.1. International status	460 259	296 400	163 859	151 400	114 680	36 720	252859		56000		
1.2. National laws	364010	281010	83000	137300	67500	69800	171710		55000		
1.3. Observatory	4008530	1975630	2032900	770200	344500	425700	1566330		150000	464000	1058000
<b>Total component 1</b>	<b>4832799</b>	<b>2553040</b>	<b>2279759</b>	<b>1058900</b>	<b>526680</b>	<b>532220</b>	<b>1990899</b>	<b>0</b>	<b>261000</b>	<b>464000</b>	<b>1058000</b>
2.1. NRM in watersheds and pilot sites	28408201	17438441	10969760	5344600	2303220	3041380	8982601	3000000	755000	8594000	1732000
2.2. Alternative income generation	643000	581200	61800	598000	545000	53000			45000		
<b>Total component 2</b>	<b>29051201</b>	<b>18019641</b>	<b>11031560</b>	<b>5942600</b>	<b>2848220</b>	<b>3094380</b>	<b>8982601</b>	<b>3000000</b>	<b>800000</b>	<b>8594000</b>	<b>1732000</b>
<b>Total component 3</b>	<b>553000</b>	<b>221200</b>	<b>331800</b>	<b>182500</b>	<b>92500</b>	<b>90000</b>	<b>182500</b>		<b>38000</b>	<b>150000</b>	
4.1. Project management structures	9273000	3799000	5474000	3784000	1519600	2264400	3629000			1500000	360000
4.2. Monitoring and evaluation	40000	16000	24000	22000	9000	13000			18000		
4.3. Information dissemination	250000	137500	112500	10000	4000	6000	215000		25000		
<b>Total component 4</b>	<b>9563000</b>	<b>3952500</b>	<b>5610500</b>	<b>3816000</b>	<b>1532600</b>	<b>2283400</b>	<b>3844000</b>		<b>43000</b>	<b>1500000</b>	<b>360000</b>
<b>Grand total</b>	<b>44000000</b>	<b>24746381</b>	<b>19253619</b>	<b>11000000</b>	<b>5000000</b>	<b>6000000</b>	<b>15000000</b>	<b>3000000</b>	<b>1142000</b>	<b>10708000</b>	<b>3150000</b>

## **Project Financing**

85. The financing of the Project is coming from a number of sources, including GEF, the host countries, beneficiary population and development partners. US\$11 million is expected to be provided by the GEF grant over two tranches (I & II) of US\$5 million for tranche I (four years) and US\$6 million for tranche II (six years). The contribution of participating countries is estimated at US\$15 million, of which US\$4.8 million is in cash and the rest is in-kind. The in-kind contribution of local populations and communities (beneficiaries) amounts to US\$3 million. The African Union has committed an estimated US\$3.15 million in co-financing. Co-financing from donors, FAO and other sources, either as parallel or re-directed financing, is estimated at US\$11.85. Table 6 shows the project costs by components and sub-component, tranche and financing source.

## **Cost Effectiveness**

86. The baseline for the Project is considerable, through financing of activities for conservation of biodiversity, control of land degradation, management of water resources and land development. Such efforts are evaluated at approximately US\$351 million throughout the Highlands. The investments are, however, unevenly distributed between the catchments and the countries. The high baseline will ensure that the GEF financing will be cost effective and catalytic, and it will be used to enhancing the coordination and environmental sustainability of existing natural resources management activities in the Highlands. The GEF funding will also be used for pilot demonstrations on integrated natural resources management and to catalyze the integration of sustainable land management principles into management plans and sub-regional to local level.

## **IX. MONITORING AND EVALUATION**

87. Monitoring of project activities and evaluation of their results in the first phase of the Fouta Djallon Programme will serve a dual purpose. First, it will monitor project implementation and facilitate tracking of progress towards achieving the development and global environmental objectives. Second, it will facilitate learning and generation of knowledge necessary for the preparation of the second phase project. Monitoring and Evaluation will take place at three levels: *project execution*, *project performance*, and *impact evaluation*.

88. The Project Logical Framework in Annex 2 provides performance and impact indicators for project implementation along with the corresponding means of verification. The reports and other sources identified in the logical framework will serve as the means by which stakeholders and field workers can provide feedback and observations. These reports will also be utilized to monitor and evaluate the performance of the actors/structures involved in implementing the project. These reports will provide up-to-date information on progress achieved and obstacles to overcome while identifying necessary adjustments and suitable timetables. The indicators will be further elaborated during Project Year 1, in close consultation with the IBC-AU, UNEP and the participating countries, and the Monitoring and Evaluation Plan in Annex 7 will be further developed. The UNEP/GEF Medium-size Project on Dryland Biodiversity Indicators and Land Degradation Assessment in Drylands (LADA) will also provide valuable inputs and guidance in this respect.

89. Indicators of project impact will be applied at the project, RPBs and community levels. Evaluation will be carried out, and the Observatory, working closely with the institutions in the participating countries, will progressively take over responsibility for monitoring changes in the status of the natural resources of the Fouta Djallon Highlands. Key indicators will reflect:
- status of land, natural resources and ecosystems, their conservation and capacity for production of goods and services;
  - evidence of positive changes in the management and use of biodiversity and natural resources,
  - improvements in productivity and reduction of poverty;
  - strengthening capacities at different levels.
90. Day-to-day monitoring of implementation progress will be the responsibility of the Regional Project Coordination Unit, in close consultation with IBC-AU, based on the project's annual Work Plan and its indicators. The Project Coordinator will advise the FAO Technical Cooperation Department and UNEP of any delays or difficulties faced during implementation so that appropriate support or corrective measures can be adopted in a timely and appropriate manner.
91. The objective of monitoring and evaluation is to assist all project participants in assessing project performance and impacts, with a view to maximizing both. Monitoring will consist of continuous or periodic review and surveillance of activities with respect to management and the implementation of the work plan. This will help to ensuring that all required actions are proceeding as planned. A Project Inception Report will be prepared within the first three months of the project, in close collaboration with IBC-AU. It will include a detailed First Year Annual Work Plan divided into monthly timeframes detailing the activities and progress indicators that would guide implementation during the first year of the project. The Work Plan should include, *inter alia*, dates of specific field visits, national and regional meetings, Project Steering Committee and other key decision-making meetings, technical support and review missions, workshops/training sessions to be organized, outputs to be produced. The Report will also include the detailed project budget for the first full year of implementation, including any monitoring and evaluation requirements to measure project performance during the year. The Inception Report will furthermore include a detailed narrative on the institutional roles and responsibilities and coordinating action of project partners, progress to date on project establishment and start-up activities, and an update of any changed external conditions that may affect project implementation.
92. Quarterly Project Implementation Reports (QPIRs) will be prepared. The QPIR requires the budget holder to review the project regularly, to compare approved work plans with actual performance, and to take corrective action as required. The QPIR is used to identify constraints, problems or bottlenecks that impede timely implementation and to take appropriate remedial action.
93. Project Progress Reports will be prepared every six months and which will contain, *inter alia*: an account of actual implementation of project activities compared to those scheduled in the Annual Work Plans and the achievement of outputs and progress towards achieving the project objectives (based on the project progress and impact

indicators as contained in the Project Logical Framework, the Project Inception Report, and as further defined in Project Year 1); an identification of any problems and constraints (technical, human, financial, etc.) encountered in project implementation and the reasons for these constraints; clear recommendations for corrective actions in addressing key problems resulting in lack of progress in achieving results; lessons learned; and a detailed Work plan for the next reporting period.

94. Evaluation is seen as a process for determining systematically and objectively the relevance, efficiency, effectiveness, progress and impacts of the activities in light of their objectives and inputs, both during the project lifetime and beyond.

95. Independent Mid-Term and Terminal Evaluations of the project will be conducted. UNEP-DGEF will take the lead in organizing the evaluations. The independent Mid-Term Evaluations will be undertaken at the end of the second year of project implementation in each phase. The Mid-Term Evaluation will determine progress being made towards achievement of outcomes and will identify corrective actions if necessary. It will, *inter alia*:

- review the effectiveness, efficiency and timeliness of project implementation;
- analyze effectiveness of implementation and partnership arrangements;
- identify issues requiring decisions and remedial actions;
- identify lessons learned about project design, implementation and management;
- highlight technical achievements and lessons learned;
- analyze whether the project has achieved the expected results for moving towards Phase II of the Fouta Djallon Project;
- propose any mid-course corrections and/or adjustments to the Work Plan as necessary.

96. An independent Final Evaluation will take place three months prior to the terminal review meeting of each phase of the participating countries, IBC-AU, UNEP and FAO and will focus on the same issues as the Mid-Term Evaluation. In addition, the final evaluation will review project impact, analyze sustainability of results and whether the project has achieved the outcomes and the development and environmental objectives. It will furthermore provide recommendations for follow-up actions.

## ANNEX 1: INCREMENTAL COST ANALYSIS

### FOUTA DJALLON HIGHLANDS INTEGRATED NATURAL RESOURCES MANAGEMENT PROJECT

#### Introduction

The Fouta Djallon Highlands (FDH) represents a globally important ecosystem; one that provides multiple environmental and economic services to much of West Africa. Nevertheless, in the five countries that share the Highlands and associated foothills (Guinea, Guinea-Bissau, Mali, Senegal, and Sierra Leone), land degradation and the resulting loss of ecosystem structure and function has been a growing issue over the past five decades. Moreover, there are a number of “downstream” riparian countries (Benin, Gambia, Mauritania, Niger, Nigeria) that are linked to and affected by land and water use patterns in the FDH through a number of major river basins. Over this period, the region has experienced pronounced climatic variations, combined with a rapid demographic growth, especially in Guinea. This has increased the demand for food and firewood, thereby exacerbating the degradation of watersheds and ecosystems, resulting in an increased rate of loss of habitat. Moreover, continued pressure on vegetation has resulted in limited natural regeneration. Combined with uncontrolled forest fires, this has led to an acceleration of loss of biodiversity of a global significance.

The key socio-economic issue in the FDH is how to best achieve the sustainable management and use of natural resources in the face of an increasing and widening degradation affecting the ecosystems characteristic of the Highlands, both land and water. Indeed, West African countries bordering on the FDH are dependant on its water resources and have been faced with ever-increasing degradation of land and water resources in recent years due to severe environmental disasters (drought) enhanced by population pressure. Desertification hinders their economic growth while destroying their biodiversity capital. From Guinea, where large rivers originate (the Niger, the Senegal, the Gambia, the Koliba/Corubal, the Kolenté and the Kaba), the conservation of water resources is a priority for potable water, agriculture, energy production, transportation and regional exchanges. Significantly, the FDH ecosystems still play crucial ecological and hydrological roles and offer a large range of habitats in different categories of endangered animal and plant species, while constituting favourable agro-ecological environments for human settlements. However, the conservation of these water resources cannot be separated from the protection and restoration of the surrounding drainage areas and their respective vegetative cover. To be effective, any activities that address the sustainable use of the FDH’s natural resources must be coordinated through a framework based on the holistic logic of integrated watershed management.

#### Incremental Cost Analysis

The analysis of incremental costs (ICA) began with a national workshop held in Conakry, Guinea (25 May 2004), followed by a local workshop in Labé (28 May 2004). These two workshops brought together representatives from the public and private sectors, NGOs, project managers from a number of relevant on-going projects, communities and other stakeholders to discuss the baseline and incremental cost issues associated with the Project. This same process was repeated at the national level in each of the other four participating countries.<sup>1</sup>

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<sup>1</sup>In addition to the five, three countries that depend on the natural resources, particularly water originating in the FDH, will participate in regional activities (Gambia, Mauritania, and Niger). Regular contacts and interactions with a few additional countries, which to some extent are concerned with natural resource management in the Fouta Djallon Highlands, will be maintained (e.g. Benin, Côte d’Ivoire and Nigeria).

The Baseline Scenario identifies public programmes and donor-supported investments relevant to the project's three technical components in the project area by the governments and their development partners over the proposed ten-year life of project (LOP). The GEF Alternative consists of the Baseline in addition to the costs associated with the necessary incremental activities to obtain the stated Environmental and Development Objective (see Annex 2 for more detail). The Incremental Cost is the difference between the costs of the GEF Alternative and the Baseline Scenario.

### The Baseline Scenario

The Transboundary Diagnostic Analysis (TDA) completed during project formulation highlighted the widespread presence of land and soil degradation characteristics of the FDH, conditions particularly severe in the densely populated areas characterized by non-sustainable agricultural practices. The Baseline Scenario can be best described as a loss of production potential of the FDH's natural resources and associated biodiversity. To address the strong population pressure on the natural resources in the countries dependent on FDH as a source of water, each State has developed policies and priority work programmes over the years according to the requirements of their specific development needs, taking into account separately the characteristics of their respective ecosystems. These, albeit largely sector-based policies, are defined in the following documents:

- National strategies and action plans of biodiversity conservation and sustainable use of these resources (Guinea 2002, Mali 1996, Niger 1998, Senegal);
- National action plans to combat desertification: PAN/LCD (Guinea, Mali 1992, Mauritania 2004, Senegal 1989);
- National environmental action plans: NEAP (Guinea, Mali 1996, Mauritania 2004, Niger 1998, Senegal 1993, Guinea-Bissau);
- Master plans and master schemes of water resources or improvement: Guinea, Guinea-Bissau, Mali, Niger 1998, Senegal 1994);
- National Forest action plans; NFAP (Guinea, Mali, Senegal, 1993);
- National communications on climate change (Mauritania 2002);
- Policy Letters on Agricultural Development (Guinea 1991 and 1996);
- National action plans for the adaptation to climate change (Mauritania 2004); and
- National strategies to reduce poverty.

It is within this sectoral framework that most national (and regional) programmes and projects have been developed and are currently under implementation and represent the "universe" from which the Baseline was derived. Within this universe, specific projects and programmes were identified and constitute the relevant Baseline. The major factors used to screen and identify these activities were: (i) relevance of public sector-supported and project activities to one or more of the Alternative's three technical project components, (ii) activities had to be under or proposed for implementation within the ten year Life of Project (LOP), and (iii) they had to overlap to varying degrees with the proposed project boundary.<sup>1</sup> The analysis was applied in all eight countries but

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<sup>1</sup>In addition to the five, three countries that depend on the natural resources, particularly water originating in the FDH, will participate in regional activities (Gambia, Mauritania, and Niger). Regular contacts and interactions with a few additional countries, which to some extent are concerned with natural resource management in the Fouta Djallon Highlands, will be maintained (e.g. Benin, Côte d'Ivoire and Nigeria).



donor-supported projects were limited to the following six countries (Gambia, Guinea, Guinea-Bissau, Mali, Mauritania, and Senegal). A summary of donor-supported projects that has contributed to part of the Baseline is provided in Table 2 of this Annex.

Specific activities and estimated cost calculations were made during the preparation of the Transboundary Diagnostic Analysis in the project formulation phase. The general categories of activities can be summarized as: (i) setting up anti-erosion devices, (ii) prohibition of grazing, and (iii) general protection of sensitive sites, plantations and forest developments; etc.

The Project Baseline presented by component consists of the following (see Table 1):

**Component 1. Enhanced Regional Collaboration.** The African Union's International Bureau of Coordination (IBC-AU) is a sub-regional body responsible for the coordination and management of FDH-MP activities. It was established to develop the following competences: (i) institutional aspects, (ii) mobilization of resources by the partners and stakeholders, (iii) scientific research and capacity-building, and (iv) stimulation of exchanges and coordination of organizations at the local, national and regional level. The relevant IBC activities, together with costs of national counterpart activities and staff time, represent the baseline for the first sub-component (US\$5.3 million). Estimates of baseline for the second sub-component were based primarily on calculations of international support received by the countries to assist with compliance with a number of environmental treaties to which they are a party (e.g., Framework Convention on Climate Change, CBD, etc.). This was estimated to be US\$9.6 million. For the third sub-component, baseline estimation was based on existing and proposed national efforts supporting environmental and natural resources assessments and monitoring in areas overlapping to varying degrees with the project area (US\$51.4 million).

**Component 2. Improved Natural Resources Management (NRM) and Livelihoods in the FDH.** The largest community-based approaches to natural resources conservation were launched more or less throughout Guinea and the other countries and cover both the Highlands and areas located downstream but still within the project area. Calculations were also estimated for activities supporting improved land management practices and the development of community-based natural resources management plans. Finally, a number of successful on-going experiences in establishing protected areas for wild fauna conservation areas for important endangered species (e.g., chimpanzees, elephants) were included under the integrated natural resources management sub-component (US\$192.3 million). Investments and running costs of the three river basins authorities (NBA, OMVG and OMVS) were used to estimate the integrated watershed management elements of sub-component 1. Another large contribution to the calculation of baseline for Component 2 is based on the numerous government and donor led efforts to address poverty in the FDH. This was the primary basis for sub-component 2.2 (US\$76.5 million).

**Component 3. Increased Stakeholder Capacity in Integrated NRM.** The amount committed by the governments and their development partners to supporting increased institutional capacity in local communities and promoting increased participation and empowerment over their own future in the FDH is estimated at US\$14.6 million.

**Component 4. Project Management, M&E and Information Dissemination.** The project management sub-component is based on estimates of the participating countries national institutions responsible for the managing and monitoring of natural resources status and rural environmental quality divided between sub-components 4.1 (US\$1.2 million) and 4.2 (US\$0.5

million). No information on dissemination activities were identified as suitable for baseline for the project.

In total, the Baseline was estimated to be US\$351.5 million over the 10-year period in the project area.

Based on available information, the present analysis indicates that investments of governments and other donors relevant to project components mostly relate to ongoing programmes at the regional or national level and are generally poorly integrated into relevant sectors. Further, they are neither based on a holistic participatory planning approach nor on a strategy of giving stakeholders and local communities a sense of responsibility. The sectoral approaches of many of these projects have up until now dealt with the technical and economic causes of degradation and neglected the underlying causes at the institutional and policy level. The assessments carried out in many of these projects and the observations made in the FDH area show that field activities are scattered, superficial, and that they did not significantly contribute to arresting the loss of soil fertility or forest cover. Furthermore, these activities were not capable of stopping the loss of biodiversity or the proliferation of invasive aquatic weeds. These experiences do not appear to be effective in addressing the underlying sources of natural resources degradation in the FDH. In fact, deforestation continues, soil erosion processes are accelerating, the discharge in watercourses is diminishing and the number of endangered plant and animal species is increasing. It appears that the means mobilized are limited in time and space, and that the implementation of many of these approaches is still partial and does not take into account the chain of causes and the need for common solutions.

With respect to the individual components, there is widespread evidence that the information and “lessons learned” demonstrate the lack of regional institutional capacity for the integrated management of the FDH and the need to establish close linkages between stakeholders and partners and strengthen capacities to reverse land degradation, loss of biodiversity and shared use of the international waters. Countries have taken many initiatives, but they still lack relevant national institutions and appropriate capacities to implement and monitor projects. The lack of coordinating mechanisms and staff has not favoured the creation of an effective development programme and monitoring. There is no system for coordinating and monitoring changes in the FDH and updating information in participating countries.

The scope in investments in natural resources management appears limited and has not expanded into other aspects of natural resources management, much less in integrating the poverty dimension of riparian communities or other users of natural resources.

With respect to capacity-building activities, the involvement of stakeholders is a commonly perceived “slogan” used everywhere in all countries but is rarely applicable in real terms in the FDH due to weak support capacities for beneficiaries. In the absence of GEF support, these activities will have limited impact on local communities in the FDH and there will be a major risk that there will be negative downstream externalities of degradation of the Highlands.

### **The GEF Alternative**

It is clear that at the present rate of human settlements and the unsustainable practices of land use in the FDH, the natural resources will continue to be degraded and the risk of biodiversity loss due to accelerated needs of local people will increase. In focusing on restoration processes and sustainable management of the natural resources and ecosystem of the FDH, coordinated action of riparian states of the Highlands will bring substantial improvement of the living conditions of local

populations and allow countries to respond to their obligations in international conventions on biological diversity, climate change, desertification and international waters.

The GEF Alternative includes strengthening regional cooperation by reaffirming the international character of FDH and installing an operating coordination mechanisms, rehabilitating degraded lands and biodiversity habitats, and building stakeholder capacities in sustainable management of natural resources compatible with the preservation of the Highlands' ecosystem. Due to the regional character of FDH, the project will first focus on strengthening the legal and institutional regional cooperation frameworks and basic implementation without which the development of integrated management of natural resources in Phase 1 would be wasted effort. In Phase 2, the project aims at implementing the participatory models of integrated and sustainable management of natural resources to preserve and restore ecosystems, and improve livelihoods of local populations who depend on FDH water resources. Without the intervention of GEF and other donors, countries would not be able to deal with the required large-scale restoration of the FDH ecosystem and to ensure that upstream interventions would generate downstream environmental and socio-economic benefits.

The global benefit will be the transboundary aspect of integrated management of natural resources that involves coordinated action and concerted decision-making in which only the bodies assigned to the mission define the outlines and monitoring on both sides of the border. The integrated approach of natural resources management to be implemented will restore the structure and functional integrity of ecosystems and improve the management of shared water resources.

The global benefits do not only come from the conservation of the Highlands' ecosystem, but also from the transboundary aspect of activities and institutions of natural resources management as well as capacity-building of human resources, especially useful on a regional scale. Regional integration and cooperation among different countries in integrated management of the FDH will increase the global value of the shared ecosystems and water resources. Accordingly, transboundary tensions and conflicts that damage the shared natural resources or the border areas will be reduced. The approaches that will be developed by the project will be replicable in other similar GEF operations.

These global benefits will also generate substantial national benefits based on the restoration of ecosystems, collaborative approaches to managing shared watersheds, and the rehabilitation of degraded land. The main benefit to countries is, above all, improved livelihoods of local communities living in enclaves and in economically marginalized areas. It is also important to point out that these national benefits underpin the global benefits: without securing and supporting local communities, the sustainability of interventions aimed at improving the quality of natural resources in the FDH is put at risk.

### **Incremental Cost Tables**

The incremental costs and benefits of the Project are presented in Table 1 below. The total incremental cost of the GEF Alternative amounts to an estimated US\$44 million, of which US\$11 million constitute the incremental cost necessary to meet the global environmental objectives described above. The **US\$11 million** (25% of the total cost) represent the amount requested from GEF to finance the GEF project (or US\$11 554 if the PDF-B budget is added). The 75 percent remaining, US\$33 million, will come from co-financing from the eight participating countries and local beneficiaries, the African Union, FAO as well as other donors such as, for example, through the Global Mechanism (GM).

The Alternative scenario includes installing mechanisms to promote and implement restoration activities of degraded lands, integrated and sustainable management of water resources, and the

formulation of suitable models for rehabilitating degraded lands and conserving globally important biodiversity in the FDH ecosystems using a participatory approach. Due to continued and substantial losses of biodiversity and arable land resources of the mountain ecosystem, the Project will focus on arresting and reversing such losses through regional cooperation mechanisms. Such mechanisms will sustainably support conservation activities and continue them beyond the project's duration. The Project attempts to bridge the gaps in previous approaches so that conservation of soil, water and ecosystems is ensured by the creation of an enabling environment at both local and national level. The activities will produce additional benefits for the countries by providing a stable basis of income to the marginalized groups, including women and the poorest. The results and experiences of this project could be used as models for rehabilitating similar areas in the countries concerned, as well as other mountain ecosystems in Africa.

**Table 1: Incremental Cost Table (in US\$)**

<b>Component 1 : Enhanced Regional Collaboration</b>			
<b>Sub-components</b>	<b>Baseline</b>	<b>Alternative</b>	<b>Incremental Cost</b>
<b>1.1 International status and framework conventions</b>	<p>There is no international framework defined by a convention which would facilitate cooperation between the riverine states of the FDH nor with the downstream riparians dependent on upstream water sources. As a result, the management efforts are dispersed and there is weak coordination of activities for conservation and for integrated and sustainable natural resource management. Under these conditions, actions undertaken for natural resources management have a limited scope and do not effectively address, much less reverse, the trends in land and water degradation in the FDHs' important global ecosystems.</p> <p>Governments: US\$3 168 000 Donor (AU): US\$2 175 000 <b>Total : US\$5 343 000</b></p>	<p>The affirmation of the international character of FDH will facilitate the resource mobilization and intervention coordination in the FDH. Establishing legal instruments of regional cooperation will strengthen the countries' commitment to integrated and sustainable management of the natural resources of the FDH. It will also facilitate the installation of management bodies and the coordination of activities for ecosystem conservation and restoration at the FDH regional level.</p> <p><b>Alternative: US\$5 803 359</b></p>	<p>GEF: US\$151 400 Co-financing: US\$308 859 <b>Incremental cost: US\$460 259</b></p>
<b>1.2 National laws, regulations and institutions</b>	<p>There is a lack of laws affirming the international character of the FDH Although the countries have ratified UN conventions on the environment, national documents related to global environmental issues and the sustainable management of natural resources, these documents have little effect on national legal processes and regulations. Accordingly, the documents have proven to be inapplicable and are not effectively applied in the field.</p> <p>Governments: US\$761 000 Donors: US\$8 880 000 <b>Total: US\$9 641 000</b></p>	<p>The adaptation of national legislation and regulations will give greater coherence to the regulatory framework that governs the management of the FDH. Harmonization of these documents both internally and with customary rights, will facilitate their acceptance and application. The extension of the process to all FDH states will facilitate the coordination of natural resource management operations across the region.</p> <p><b>Alternative: US\$10 005 010</b></p>	<p>GEF: US\$137 300 Co-financing: US\$226 710 <b>Incremental cost: US\$364 010</b></p>

<p><b>1.3 Regional Observatory of the Fouta Djallon</b></p>	<p>The lack of relevant information and data on the status and trends of land, ecosystems and natural resources, including their linkages to socio-economic issues, hampers decision-making processes for the sustainable development of the FDH. Some countries have important data and information on natural resources but do not yet have the mechanisms to encourage their management, promote exchanges among actors and carry out sound inventories. Collecting and processing data and information, including database maintenance, is fragmentary and irregular. The monitoring and evaluation of operations is made step by step, by using variable indicators that do not permit accurate assessment of the results at the regional scale.</p> <p>Governments: US\$11 100 000 Donors: US\$40 262 000 <b>Total: US\$51 362 000</b></p>	<p>This project will promote the installation of harmonized systems for data collection, processing and dissemination, and a monitoring and evaluation system that will allow accurate data and information to be distributed to the governments and other users of environmental information. The establishment of a natural resource Observatory for the FDH will provide a better understanding of the basic potential of natural resources for improved development planning and change monitoring in the FDH and in neighbouring countries. It also will facilitate the coordination of interventions in the FDH, which is mandatory for an integrated approach that can generate global environmental benefits.</p> <p><b>Alternative: US\$ 55 370 530</b></p>	<p>GEF: US\$770 200 Co-financing: US\$3 238 330 <b>Incremental cost: US\$4 008 530</b></p>
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<b>Component 2: Improved Natural Resources Management and Livelihoods in the FDH</b>			
<b>Sub-components</b>	<b>Baseline</b>	<b>Alternative</b>	<b>Cost</b>
<b>2.1 Integrated natural resources management in the pilot sites and watersheds</b>	<p>There are different methods and techniques of restoration and conservation of lands presently being applied in FDH but many are not adapted to local conditions. Further, these methods and techniques are currently applied on a limited scale in watersheds. It is imperative to validate the existing methods and techniques in order to create participatory models, and to apply them to all levels at each watershed, from downstream to upstream. Rehabilitation of forests, rural land and watersheds will benefit from these tested models.</p> <p>The river basin organizations (NBA, OMVG, OMVS) integrated a part of the shared river basins into their protection programme. The upstream part of these watercourses has received little investment, except for the Upper Niger. Therefore, degradation occurring at the source has not received sufficient investment to stop the process.</p> <p>Governments: US\$29 935 000 Donor: US\$162 376 000 <b>Total: US\$192 311 000</b></p>	<p>Installation, adoption and application of methods and techniques of conservation and restoration of lands framed within community-based NRM plans will favour the improvement of soil and reduction of cleared surfaces, and the increased production and income of rural populations. These populations will also have access to new knowledge and improved technologies, which will help generate income and improve wellbeing while preserving the ecosystems and restoring the water balance of watersheds.</p> <p>Implementation of an integrated watershed management approach and the establishment of basin management structures at the local, national and regional level will promote and improve the management of water resources, in particular the headwaters, water springs and riverbanks of the watercourses.</p> <p><b>Alternative: US\$220 719 201</b></p>	<p>GEF: US\$ 5 344 600 Co-financing: US\$23 063 601 <b>Incremental cost: US\$28 408 201</b></p>
<b>2.2 Alternative income generation</b>	<p>Due to the loss of biodiversity, incomes from agricultural yields, fishing and hunting have been reduced and therefore more pressure is exerted on natural resources leading to the reduction and disappearance of species. Activities supporting alternative livelihoods are few and sporadic.</p> <p>Governments: US\$32 252 000 Donor : US\$44 296 000 <b>Total : US\$76 548 000</b></p>	<p>The Project will develop alternative income generating activities with the aim of increasing the local populations' income without negatively impacting on the natural resources and ecosystems of FDH.</p> <p><b>Alternative: US\$77 191 000</b></p>	<p>GEF: US\$598 000 Co-financing : US\$ 45 000 <b>Incremental cost: US\$643 000</b></p>

<b>Component 3: Increased Stakeholder Capacity in Integrated NRM</b>			
<b>Sub-components</b>	<b>Baseline</b>	<b>Alternative</b>	<b>Cost</b>
<b>3.1 Mobilisation and training of stakeholders</b>	<p>The existing local knowledge in natural resources management is poorly harnessed and improved models have not been developed nor popularized at stakeholder level, due to the sectoral and scattered number of projects at community levels. Furthermore, only in few areas communities and local leaders have not mastered the approaches and participatory tools of natural resources management, induced by local NGOs. They are not always well informed about integrated natural resource management and biodiversity conservation. Information-exchange and training are generally weak, which limits the public awareness and dissemination and uptake by local communities and entrepreneurs. Activities undertaken have not shifted this trend.</p> <p>Governments: US\$ 3 185 000 Donor: US\$11 417 000 <b>Total: US\$14 602 000</b></p>	<p>The stakeholders are informed and aware of the integrated programme of natural resources management at the level of the FDH and adopt appropriate models of sustainable use of the resources. Their direct participation in the designing and planning of their own organizations will be a key asset and accelerating the participatory process of restoring the ecosystem of FDH. Adoption and understanding of adequate mechanisms of project strategy and approach will generate global environmental benefits while also creating domestic benefits. Developing and disseminating participatory models will enable sustainability and replicability.</p> <p><b>Alternative: US\$15 155 000</b></p>	<p>GEF: US\$182 500 Co-financing US\$370 500 <b>Incremental cost: US\$553 000</b></p>



<b>Component 4: Project Management, M&amp;E, and Information Dissemination</b>			
<b>Sub-components</b>	<b>Baseline</b>	<b>Alternative</b>	<b>Cost</b>
<b>4.1 Project management structures</b>	<p>Countries have set up relevant national institutions with basic capacities to implement and monitoring for projects. However, they lack appropriate skills and capacities for long-term coordination and cross-sectoral approaches, including transboundary resource management skills.</p> <p>Governments: US\$ 400 ,000 Donors: US\$ 800 000 <b>Total: US\$1 200 000</b></p>	<p>The Alternative would achieve more effective regional cooperation and national collaboration to produce project outcomes. It would also support the development of necessary operational standards and models of management, monitoring, evaluation and active participation of stakeholders in project activities at local, national and regional levels.</p> <p><b>Alternative: US\$10 473 000</b></p>	<p>GEF: US\$3 784 000 Co-financing: US\$5 489 000 <b>Incremental: US\$9 273 000</b></p>
<b>4.2 Monitoring and evaluation system</b>	<p>The countries have weak institutions for assessing and monitoring environmental impacts and resource status changes. The lack of coordinating mechanisms and staff has not favoured enabled environment for the programme development and monitoring. Therefore, there is no system for coordinating and monitoring changes in the FDH and updating information in participating countries.</p> <p>Governments: US\$115 000 Donor: US\$400 000 <b>Total: US\$515 000</b></p>	<p>Investments envisaged will allow for the establishment of operational mechanisms and structures at different regional, national and local levels for the implementation, monitoring and coordination of sustainable management of natural resources in the FDH.</p> <p><b>Alternative: US\$555 000</b></p>	<p>GEF: US\$22 000 Co-financing: US\$18 000 <b>Incremental cost: US\$40 000</b></p>
<b>4.3 Information Dissemination</b>	<p>No relevant information dissemination activities were identified in the FDH.</p> <p>Governments: US\$0 Donors: US\$0 <b>Total : US\$0</b></p>	<p>Establishment of information dissemination program that will increase awareness of the importance of the FDH as well as keep interested stakeholders apprised of project progress and achievements.</p> <p><b>Alternative: US\$250 000</b></p>	<p>GEF: US\$ 10 000 Co-financing: US\$240 000 <b>Incremental cost: US\$250 000</b></p>
<b>PROJECT TOTAL</b>	<p>Governments: US\$ 80 916 000 Donors: US\$270 6 6,000 <b>Total : US\$351 522 000</b></p>	<p><b>Alternative: US\$395 522 000</b></p>	<p>GEF: US\$11 000 000 Co-financing: US\$33 000 000 <b>Incremental cost: US\$44 000 000</b></p>

**Table 2: Rural development Projects Identified by Country with a Natural Resources Management Component (2000-2015)**

Project title	Location	Execution period	Financial backers and financing amounts	Observations
<b>Gambia</b>				
Establishment and refinement of natural resource management concepts and implementation guidelines	Refine natural forest management models through the development of guidelines	1994 ongoing	GTZ	
Implementation of the Gambia forestry management concept	Implement community forestry management in the WD, LRD, CRD, and URD	1994 ongoing	GTZ/KFW/EU and NGOs	
<b>Guinea</b>				
Project to Develop Small-scale Farmers in Lower Guinea North (Phase 2) (PE-BGN)	Maritime Guinea Middle Guinea (partime)	2005-2012	IFAD US\$15.3 million OPEC US\$6.7 million BND 3.6 billion NFG	In negotiation
Programme for Agricultural Rehabilitation and Local Development Support (AADEL)	Labé administrative region	1998-2005	IFAD: US\$10 million OPEC: US\$4.5 million BND: 2.5 billion NFG	Second phase 2013
Stock Breeding Support Project (PAE)	Middle Guinea and Forestry Guinea	2000-2005	AFD: 25 million FF BND: 303 million NFG	Possibility for a
Project for Community Management of Pine Plantations	Dalaba Prefecture	2004-2010	FAO: study in progress: US\$250 000	National program
Integrated Natural Resources Management Project (PEGRN)	Middle Guinea	1999-2005	USAID: US\$33.7 million	
Large Communities Support Programme (CV)	All countries	2000-2006	WB IFAD AFD	Second phase planned 2012
Integrated Rural Development Programme of Fouta Djallon (PDRI/FDH)	Lélouma and Mali Prefectures	1999-2005	IDB: US\$9.5 million	Extension of 2012 possibility of a 2013

FOUTA DJALLON HIGHLANDS: Integrated Natural Resources Management Project  
Annex 1: Incremental Cost Analysis

Project title	Location	Execution period	Financial backers and financing amounts	Observations
<b>Guinea-Bissau</b>				
National Plan for Environmental Management (PNGA)	All countries	1999-2004	US\$203.000	In progress
Project: Protected Area Guinea/Guinea-Bissau	Bafatá, Gabú and Tombali regions	1998-2005	1 5000 000 €	In progress
Project of Developing and Managing Natural Resources (OMVG)	Gabu region: Pitché and Pirada	2004-2010	ADB/IDB 17738,79*1 million F.CFA	In progress
Project to develop the Forests of the Kita "Circle" by the rural organizations	"Circle" of Kita, Kayes region	1989-2004	Financial backers: amount: US\$2.3 million	Physical extension
Project of the Falémé Protected areas	"Circle" of Kéniéba, Kayes region	2000-2005	UE (PR/AGIR) 1 312 million F.CFA	Physical extension
<b>Project for the Management of Reserved Forests around Bamako</b>	Koulikoro region	2004-2007	Financial backers Amount: 1 135 million F.CFA	Physical extension (parttime)
Project for the Sustainable management of Forests in the third Region	Sikasso region	1997-2005	2 121 million F.CFA	
Project to Promote Urban and Peri-urban Forestry TCP/MLI/2906	Bamako, Koulikoro, Ségou	2003-2007	FAO: US\$267 000	
Environmental Support Programme to Combat Desertification from the Development Perspective	Gao, Mopti, Tombouctou	2004-2007	Financial backers: Amount: 9 183 million F.CFA	
Support project for setting up institutional and regulatory reforms for decentralizing the natural resources management (TCP/MLI/2905(A))	All countries	2003-2004	FAO: US\$326 000	
Programme to Combat Sand Accumulation in the Niger River Basin	Gao Region		Financial backers: Amount: 6 046 million F.CFA	Under negotiation

FOUTA DJALLON HIGHLANDS: Integrated Natural Resources Management Project  
Annex 1: Incremental Cost Analysis

<b>Project title</b>	<b>Location</b>	<b>Execution period</b>	<b>Financial backers and financing amounts</b>	<b>Observed</b>
<b>Senegal</b>				
Management of rangeland and development of livestock breeding	four wilayas of the river valley	2001-2005	ADB: 5.00 million UC OPEC 2.55 million UC Government: 0.75 million UC Beneficiaries: 1 million UC	
Sustainable Community Development (SCD)	four regions of the river valley	2004-2009	IDA: US\$ million Government: US\$767 million Beneficiaries: US\$4 million	
<b>Senegal</b>				
Management Project of the Upper Niger and Lower Gambia watersheds (AGIR)	Niokolo Koba	1999-2005	EU: 1.5 million euros	

## ANNEX 2: PROJECT LOGICAL FRAMEWORK

### FOUTA DJALLON HIGHLANDS INTEGRATED NATURAL RESOURCES MANAGEMENT PROJECT

#### Environmental and Development Objective

Summary	Indicators (OVIs)	Means of verification	Hypotheses / critical assumptions and risks
<p>The <u>development objective</u> is to ensure the sustainable management of the natural resources of the Fouta Djallon Highlands over the medium- to long-term (2025) in order to improve livelihoods of the population directly or indirectly dependent on the FDH.</p> <p>The <u>environmental objective</u> of the Project is to mitigate the causes and negative impacts of land degradation on the structural and functional integrity of the ecosystems of the Fouta Djallon Highlands through establishment of a regional legal and institutional framework and strengthened institutional capacity designed to facilitate regional collaboration in the management of the FDH, assess the status of natural resources in the FDH, and develop replicable, community-based sustainable land management models.</p>	<ul style="list-style-type: none"> <li>• Environmental threats and underlying causes adversely affecting the FDH identified and stabilized by PY10</li> <li>• Improved livelihoods and wellbeing in FDH-based communities created – 20% increase of NRM based income among target communities (10 communities and 5000 people in the area of influence of each pilot site) by PY4 and an additional 20 communities and 10,000 people by PY10</li> <li>• 145 000 ha of land under sustainable land management by PY4, with a demonstration effect on 3.6 million ha by PY10.</li> </ul>	<ul style="list-style-type: none"> <li>• Field surveys and results from long-term monitoring national poverty reduction assessments</li> </ul>	

#### Components/Outcomes

Summary	Indicators (OVIs)	Means of verification	Hypotheses / critical assumptions and risks

<p><b>Enhanced regional collaboration in the planning and implementation of natural resources management activities in the FDH</b></p>	<ul style="list-style-type: none"> <li>• Field activities in 29 pilot sites (Representative Pilot Basins (RPBs) implemented and joint policies completed under the Project’s legal and institutional framework for regional cooperation by PY4</li> <li>• 20% increase of funding to regional/transboundary integrated NRM projects in the FDH by PY10</li> </ul>	<ul style="list-style-type: none"> <li>• National public investment plans</li> <li>• National policies and actions plans reflect regional collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Political stability in the FDH countries</li> </ul>
<p><b>Improved natural resources management and livelihoods in the FDH</b></p>	<ul style="list-style-type: none"> <li>• 10% reduction of soil erosion and sediment loads in 29 pilot sites on 2000 ha of land by PY4 and additional 3000 ha by PY10 by site (estimated total of 145 000 ha)</li> <li>• 20% positive change in carbon stores above and below ground in ecosystems on 7000 ha of land by PY10</li> <li>• 20% increase in income from NRM-based activities in target communities (10 communities with altogether 5000 people in each pilot site by PY4, additional 20 communities with altogether 10000 people in each pilot site by PY10)</li> </ul>	<ul style="list-style-type: none"> <li>• Field surveys</li> <li>• Annual reports</li> <li>• Thematic maps (GIS)</li> <li>• National poverty reduction reports</li> </ul>	
<p><b>Increased stakeholder capacity in integrated natural resources management</b></p>	<ul style="list-style-type: none"> <li>• In Tranche 2 of the project, replication of successful NRM models outside of project area on at least 100 000 of land involving at least 100 new communities</li> <li>• 29 local development plans developed by PY4 and implemented (2<sup>nd</sup> Tranche of the project) by communities assisted by extension agents trained under the project</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop reports</li> <li>• M &amp; E reports</li> <li>• Field surveys</li> <li>• Local development plans</li> </ul>	

<p><b>Enhanced Project Management, M&amp;E, and information dissemination</b></p>	<ul style="list-style-type: none"> <li>• Additional countries join the FDH-INRM Project (e.g. Nigeria and Benin) by PY10</li> <li>• Sustainable mechanisms for the management of the FDH- natural resources established by PY4</li> </ul>	<ul style="list-style-type: none"> <li>• Documents verifying agreements reach to join the Project</li> </ul>	
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**Sub-components/Outputs**

Summary	Indicators (OVIs)	Means of verification	Hypotheses / critical assumptions and risks
<p><b>Component 1: Enhanced Regional Collaboration</b></p> <p><b>1.1 International status and framework conventions</b></p>	<ul style="list-style-type: none"> <li>• A framework convention on cooperation is signed and ratified (Tranche 1 of the project)</li> </ul>	<ul style="list-style-type: none"> <li>• The ratification instruments of the convention are deposited in Guinea</li> <li>• Framework convention adopted</li> <li>• IBC financial statements</li> <li>• Statute/by-laws</li> </ul>	<ul style="list-style-type: none"> <li>• FDH countries are committed to harmonizing national legislation</li> <li>• Access to markets ensured for products produced through alternative livelihoods</li> </ul>
<p><b>1.2 National laws, regulations and institutions</b></p>	<ul style="list-style-type: none"> <li>• Relevant laws and regulations amended (mainly Tranche 1 of the project) and implemented (mainly Tranche 2 of the project) in eight countries</li> </ul>	<ul style="list-style-type: none"> <li>• National legal instruments adapted/adopted</li> <li>• Project Progress Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Ability of IBC and national extension services to provide technical support</li> </ul>

<p><b>1.3 Regional Observatory of the Fouta Djallon</b></p>	<ul style="list-style-type: none"> <li>• Observatory established (Tranche I) with 8 “standardised” monitoring sites put in operation (ongoing through both Tranches).</li> </ul>	<ul style="list-style-type: none"> <li>• Reports</li> <li>• Maps</li> <li>• Data and information protocols signed with relevant national institutions and river basin management organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness of river basin authorities to participate</li> <li>• National policies in place that encourages local NGOs and communities to participate in natural resources management</li> <li>• Stakeholders willing to participate</li> </ul>
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<p><b>Component 2: Improved Natural Resources Management and Livelihoods in the FDH:</b></p> <p><b>2.1. Integrated natural resources management at pilot sites and watersheds</b></p>	<ul style="list-style-type: none"> <li>• Selection of 15 new pilot sites through a participatory process (Tranche 1 of the project)</li> <li>• Headwaters of 6 FDH transboundary rivers selected and watershed management plans prepared (Tranche 1 of the project)</li> <li>• Community-based improved natural resources management plans prepared and implemented in 29 pilot sites covering approx. 2000 ha by PY4 and additional 3000 ha by PY10 in each pilot site (145 000 ha in total)</li> <li>• At least three NRM demonstration activities implemented in 29 pilot sites (Tranche 1 of the project)</li> <li>• Improved coordination and exchange of experiences with existing river basin authorities/organizations on integrated water resources and watershed management (both Tranches of the project)</li> <li>• One new transboundary protected area created, made operational (Tranche 1 of the project) and managed in a coordinated manner (Tranche 2 of the project)</li> </ul>	<ul style="list-style-type: none"> <li>• Field surveys</li> <li>• Project progress reports</li> </ul>	
<p><b>2.2. Alternative income generation</b></p>	<ul style="list-style-type: none"> <li>• 29 small-scale pilot and demonstration enterprises developed by PY4 for the promotion and marketing of the identified niche products in each pilot site leading to 20% increase in NRM-based income throughout both Tranches of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Poverty reduction reports</li> <li>• Field surveys</li> <li>• Project progress reports</li> </ul>	

<p><b>Component 3: Increased stakeholder capacity in integrated natural resources management</b></p> <p><b>3.1 Mobilization and training of stakeholders in Integrated NRM</b></p>	<ul style="list-style-type: none"> <li>• 5,000 persons trained (2000 by PY1, additional 3000 by PY10)</li> <li>• 300 NGOs, farmers associations and other local group participating in implementation of project activities (100 by PY4, additional 200 by PY10)</li> <li>• 20 models and approaches developed in integrated NRM and implemented in pilot sites by PY4 and replicated on 3.6 million ha in Tranche II</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop and other training reports</li> <li>• Field visits</li> <li>• Project reports</li> <li>• Reports of training sessions</li> </ul>	
<p><b>Component 4: Project Management, M &amp; E, and Information Dissemination</b></p> <p><b>4.1 Project management structures</b></p>	<ul style="list-style-type: none"> <li>• Project management structures established by PY1 and functioning effectively throughout both Tranches of the project</li> <li>• Adequate premises, equipment and support services established by PY1 and operating throughout both Tranches of the project</li> <li>• National and local coordination mechanisms established by PY2 and functioning throughout both Tranches of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Reports of Project Steering Committee</li> <li>• Reports of National Project Steering Committees</li> <li>• Meeting reports</li> <li>• Project progress reports</li> <li>• No. of staff assigned by governments</li> </ul>	
<p><b>4.2 Monitoring and evaluation system</b></p>	<ul style="list-style-type: none"> <li>• Project M&amp;E system established by PY1 and operating efficiently throughout both Tranches of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Annual work plans</li> <li>• Steering Committee reports</li> <li>• Project progress reports</li> <li>• Mid-term and final evaluation reports</li> </ul>	
<p><b>4.3 Information dissemination</b></p>	<ul style="list-style-type: none"> <li>• Project results, best practices and lessons learned disseminated (continuing throughout both Tranches of the project)</li> </ul>	<ul style="list-style-type: none"> <li>• Publications, newsletters and website</li> </ul>	

**Inputs**

<b>Project Components/Sub-components</b>	<b>Inputs: (budget for each component)</b>	<b>Means of Verification</b>	<b>Hypotheses / critical assumptions and risks</b>
<b>Component 1: Enhanced Regional Collaboration</b>	US\$4 832 799	Disbursement and audit reports	<ul style="list-style-type: none"> <li>• All major stakeholders participate in the project.</li> <li>• FDH member states</li> <li>• Provide the necessary counterpart financing in a timely fashion.</li> <li>• Co-financiers provide committed resources in a timely fashion.</li> </ul>
<b>Component 2: Improved Natural Resources Management and Livelihoods of local people in the FDH</b>	US\$29 051 201	Disbursement and audit reports	
<b>Component 3: Increased Stakeholder Capacity in Integrated NRM</b>	US\$553 000	Disbursement and audit reports	
<b>Component 4: Project Management, M&amp;E, and Information Dissemination</b>	US\$9 563 000	Disbursement and audit reports	

## ANNEX 3: RESPONSE TO PROJECT REVIEWS

# FOUTA DJALLON HIGHLANDS INTEGRATED NATURAL RESOURCES MANAGEMENT PROJECT

### (a) STAP – INDEPENDENT TECHNICAL REVIEW AND RESPONSE OF THE PROJECT TEAM

*The project team is grateful to the STAP reviewer for comments to strengthen the contents and presentation of this proposal. Presented below are the responses and/or actions taken, where required, taken in response to two sets of STAP comments. The first set was based on an earlier version of the document received on the 12<sup>th</sup> of March. Subsequently, the document was substantially revised and submitted for a second STAP review resulting in additional comments provided on the 17<sup>th</sup> of July, 2005. Responses are provided (in italic) following the STAP comments.*

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#### First STAP Review (March 12, 2005)

#### STAP Reviewer Comments

##### **Overall Impression**

The Fouta Djallon Highland Area is the West Africa “water tower” located in the central part of Guinea, in Guinea Bissau, Mali, Senegal and Sierra Leone and the source of six major rivers (Gambia, Niger, Senegal as well as Kaba, Kolente and Koliba). The river systems are extending into, among other countries Gambia, Mauritania and Niger, countries that together with the Fouta Djallon Highland countries are the requesting countries for GEF funding. The region is densely populated, 70% of which is rural population, with a dry to sub humid climate and riverine, savannah, forest, and hilly mountain ecosystems.

Several manageable as well as environmental threats, which result in degradation of land and ecosystems and the loss of biodiversity and thus hinder sustainable development of the Fouta Djallon Highlands have been identified. They include lack of appropriate institutional framework, insufficient coordination among Member States and lack of operating capacities. Above all a lack of structure and capacity to monitor and assess land (and water) degradation, to formulate and implement strategies and programmes to combat and revert such degradation seem to be the crucial obstacle.

The provisional TDA demonstrated root causes such as unsuitability of the traditional approach to natural resources management to the new democratic and economic order coupled with lack of coordination in a poor and insecure area of rapid population and livestock growth, and uncontrolled urbanization and industrialisation in downstream Highland areas resulting in immediate causes of land degradation such as different soil erosion processes.

To take proper actions that will result in halting land degradation and reverting towards sustainable land management, at national as well as at transboundary level there is a need to strengthen institutional as well as human capacity and to support the involvement of people concerned in the activities.

The Fouta Djallon GEF project is concentrating around three main components on: Institutional and legal framework; Evaluation of resources and Development and implementation of participatory models of integrated management and sustainable use of natural resources as well as biodiversity conservation; and Capacity building. The activities under these components are aiming at the following outcomes: Enhanced regional collaboration in the management of the natural resources of the FDH; Improved quality of natural resources in the FDH and improved livelihoods of local people; and Enhanced capacity of stakeholders in organization and implementation of activities in integrated management of natural resources.

The project is very ambitious and very needed, which can be seen from results presented from the GEF-PDF-B project. A very complex institutional structure is to be constructed to ensure efficient implementation of the GEF project that is a two-phase project. The first phase of the project is the phase to establish an efficient institutional framework, including establish an Observatory, which has been discussed and designed during the previous GEF PDF-A and PDF-B projects, for different kinds of observations, while the second phase is to be more of an

implementation phase. Required possibilities for stakeholder participation at all stages will be ensured in project implementation. The document is discussing, but fairly superficial, the integrated management systems that would be needed to revert ongoing land degradation. The reason may be that they would need to be developed and agreed in cooperation with stakeholders concerned. But the development of such systems is important and cannot await collection of data that is to be undertaken through the Observatory. As several major transboundary rivers have their sources in the area it is important that efficient land and water management within their river basins can be seen integrated. This is not always made fully clear in the document where there is a reference to “development of management plans for management of upstream reaches of the transboundary rivers in the FDH”. A fully integrated approach to water management would benefit not just this GEF-project but also the ones of the downstream parts of these rivers. It would for instance strengthen the Senegal River Basin Project as it may ensure full involvement of Guinea in that project.

### **Scientific and Technical Soundness of the Project**

To be able to fully estimate the land degradation and its effects it is necessary to be able to assess trends in ecosystem degradation, which can be done by different techniques. However, the activities including types of monitoring and assessment to be undertaken under the project are not clearly specified in the project document and there is a difference between description in the text and the annexes, including the log frame. According to the text it is to include a “detailed and as complete as possible inventory of natural resources (soils, water, animal and plant species, etc)”. It is further to be “the most comprehensive examination possible of animal and plant species in the FDH” to be able to assess their production potential. It is according to the description also to include a study of water resources and their use in the upper parts of the transboundary rivers.

The parameters and details of the monitoring and assessment to be done through the Observatory need to be identified more clearly, to be conform between different parts of the documentation (the main text and the Annexes), and their further utilisation to be explained. Even though such a detailed inventory may result in identification of endangered species, the level of detailness, as it appear now, is too high to identify trends in land degradation for the purpose of identify instruments to revert them, thus to contribute to the conservation of the FDH ecosystems (as indicated in the log frame).

### **Global Environmental Benefits for the Land Degradation Focal Area**

The global environmental benefits of the project from the perspective of the land degradation area would be the development and implementation of an ecosystem conservation strategy and the integrated management of shared natural resources, main part of which, however, is to be implemented in the second phase of the project. The integrated management should also include integrated management of the transboundary rivers, which would include cooperation with the downstream parts of the river systems. And active cooperation in Integrated Water Resources Management of the Gambia, Senegal and Niger river basins would increase such global benefit. As is identified in Annex 1 transboundary aspects of activities and institutions may also contribute to reach results that will contribute to global benefits. The project’s addressing causes identified in the TDA would also contribute to the Land degradation Global Benefits.

### **The Project in Relation to GEF Goals and Guidance, Operational Strategies, OP 15 and Provisions of the UNCCD**

The objective of the OP#15 is to “mitigate the causes and negative impacts of land degradation on the structure and functional integrity of ecosystems through sustainable land management practices as a contribution to improving people’s livelihoods and economic well-being”, an objective with which the project’s objective is well in line. The project will further, when fully developed, address issues such as “the removal of threats to biodiversity loss in mountain areas” (OP#4), as well as issues such as “the conservation and sustainable use of biological diversity, as well as equitable sharing of benefits arising from biodiversity use” (OP#12).

According to GEF goals and guidance as presented in the “Scope and Coherence of Land Degradation Activities in the GEF” (GEF/C.24/6) GEF activities in the area of land degradation clearly produce global benefits through promoting ecosystem integrity even though the challenges addressed most often have their origin in local and national activities, which is the case also for the FDH project.

Further the project is fully in accordance with the provisions of the Convention to Combat Desertification (CCD) and its Regional Implementation Annex for Africa.

### **The Project’s Regional Approach**

The project that is to be implemented in the upstream area of six major rivers including the Gambia, the Senegal and the Niger will according to the document establish links to the projects of these river basin and will thus have strong regional effects, both for the river basins as such, for the eight countries of the project and also for countries such as Côte d'Ivoire, Burkina Faso, Benin and Nigeria.

### **The Project's Replicability**

This first phase of the project should present the bases upon which improved land and natural resource management systems should be based. In implementing the second phase such improved management practices should be assessed and tested for economic viability and social acceptance as well as environmental impact. The outputs of the project would thus be replicable in the region itself but also, by dissemination for exchange in wider areas of West Africa.

### **Environmental, Socio-economic and Financial Sustainability of the Project**

The project's sustainability is a consequence of to what extent it will contribute to building capacities of communities in natural resources management and whether legal and institutional cooperation arrangements will be successful enough to promote establishment of regional cooperation mechanisms, and whether cooperation in a regional framework will be effective. The commitment by the governments in the project, including by co-financing, and co-financing ensured including through and by the GM will lay the basis for financial sustainability. The project will further contribute to socio-economic sustainability by providing for activities that will generate income growth from food production and sustainable use of biodiversity products continuing after the end of the project.

### **Linkages to, in particular, the International Waters and the Biodiversity Focal Areas**

The project has clear linkages to the Biodiversity focal area, in particular, the Mountain Ecosystem Operational Programme (OP#4) and to the cross-cutting Operational Programme on Integrated Ecosystem Management (OP#12) as is indicated above. It has further linkages to the Integrated Land and Water Multiple Focal Area (OP#9) as it will "undertake a series of international water projects (in the upstream areas of the Niger, Senegal and Gambia rivers) in several development regions, that address the cross-cutting issues of land degradation and include a focus on Africa".

### **Linkages to other Programmes and Action Plans, especially the CCD Sub-regional Action Programme for West Africa and Chad**

All 8 countries have ratified the CBD, the FCCC and the CCD (even if a misprint claim that Senegal ratified the CCD before it was even open for signature). Only Gambia, Mali, Mauritania, Niger and Senegal have presented National Action Plans under the CCD and not all of the countries have produced National reports or Action Programmes under the other conventions.

Priorities under the CCD Sub-regional Action Programme for West Africa and Chad include sustainable management of shared or transboundary waters, of shared or transboundary plant and animal resources, scientific and technical cooperation between the countries, information and training and awareness raising, all priorities of the FDH programme as well and included in the NEPAD Environmental Initiative. The NEPAD initiative also recognises as a priority biodiversity conservation in the Fouta Djallon Highlands.

Other plans where there to some degree is consistency with the FDH project are some of the National Environment Action Plans and National Forestry Action Plans. Further there is to be as earlier stated linkages between the FDH project and the transboundary programmes for the international river basins of the Gambia River, the Senegal River and the Niger River.

### **Other Beneficial or Damaging Environmental Effects**

For a successful outcome it is important for the region to be able to control risks such as those posed by political or institutional instability within the region.

### **Stakeholder Involvement in the Project**

The project documentation is demonstrating an important degree of stakeholder involvement in the project. This is essential to maintain, in particular as the fairly complicated institutional structure for project implementation may otherwise result in a less participatory approach.

### **Capacity Building Aspects**

Capacity building is an important aspect under Component 3 of the project where stakeholders are to be trained by field visits, study travel and by the use of different sorts of textbooks. Capacity should also be exchanged orally in discussions, as not all people concerned may be literate.

### **Innovativeness of the Project**

Even if the suggested extensive data collection of environmental data is far from innovative, the very elaborated cooperative structure of the project and its very well developed linkage system may still result in a good outcome.

### **Conclusions**

The Project is partly very well developed. An important problem in reviewing the project has, however been that there is not fully consistence between the descriptions of the components of the project in the main text, the log frame and incremental cost table. This inconsistency causes difficulty in understanding what the actual content under each step should be. Part of this inconsistency might be due to a fairly bad translation from a French original, part of it can be due to that the editing is not everywhere at the same stage. The text has also been difficult to read, as the list of acronyms does not fully match those found in the text. The text is very often using what I suppose to be French acronyms without explanation, while the list of acronyms is using English ones, but not all in the text.

The Project structure is very interesting, the countries' ownership is extremely important and the institutional framework including the implementation structure although being complicated seems to be very useful. But the extensive programme that seems to concentrate more on a comprehensive collection of species than on identifying threatened ecosystems and their causes to be able to design a useful system for sustainable management is less convincing. Hopefully part of that impression is due to the editing and the fairly bad translation.

### **IAs Response to First STAP Review (March 12, 2005)**

#### **General Concerns**

##### **Very Ambitious Project**

*The rationale for the ambitious aspects of the Project is due to: (i) the nature of the issues to be addressed (land and water resources, forests and ecosystems, wildlife and biodiversity, protected areas, agricultural production, etc.) which involve policy, legal, institutional, technical and organizational aspects; and (ii) the number of countries involved (8 countries). However, to respond to the STAP comment, the project team revised the logframe in reducing the number of outputs and activities of the project. Especially the number of inventories and studies to be conducted by the FDH Observatory has been reduced and more directly linked to subsequent field activities related to rehabilitation of degraded lands and ecosystems and integrated water resources management. Moreover, the project interventions will focus pilot sites which have the promise to generate success and replicability of experience.*

##### **Complicated Institutional Structure**

*The Project is designed as an integral component of and aims to assist countries sharing the Fouta Djallon trans-boundary resources (waters, forest, wildlife, etc.) building strategies, approaches and mechanisms for regional cooperation. Therefore, it is embedded in the structures of the ongoing AU-coordinated Fouta Djallon Management Programme (FDH-MP). Nevertheless, project management itself consists of a regional project coordination unit (RPCU) which will receive policy guidance from a regional project steering committee. In turn, the RPCU will work through a series of national technical project units in each of the participating countries. This is a fairly orthodox project structure associated with regional projects.*

*Field activities will be implemented through five Local Project Support Units (LPSUs), of which two will be in Guinea, and one each in Guinea-Bissau, Sierra Leone, Mali and Senegal. The LPSUs will also be housed, whenever*

possible, by existing natural resource related structures of the countries, as for example is the case with the LPSU in Labe in Guinea that will be based in a field laboratory established by the Organization of Senegal River Basin.

In summary, steps have been taken to minimize the establishment of entirely new structures and offices in order to ensure institutional sustainability and to reduce project management costs.

#### Need for Integrated Management Systems.

This need was addressed by revising the activities foreseen under sub-component 1.3 (observatory): a database and management system for the Fouta Djallon will be established and managed, building on existing regional (NBA, OMVS, OMVG) and national data collection systems and databases. In addition an important activity was added, namely to establish and operate eight "standardized" monitoring sites (four in Guinea, one each in the other four countries of the physical extension of the FDH), and to supply these with the relevant equipment to monitor climatological parameters, hydrological parameters, land cover and land use types. These monitoring sites will be connected with each other as well as with the Observatory.

#### Scientific and Technical Soundness of the Project

The activities related to monitoring and assessment to be undertaken under the Observatory have been revised in focusing them on priority areas (land and water resource degradation and its impacts on ecosystems structure and functioning), particularly strengthening the capacities of foresters and other stakeholders, including communities in order they could pursue the activities beyond the GEF Project.. This will make it possible to monitor trends in natural resources status and to provide better baseline information to policy- and decision-makers in the countries in charge of the sustainable management of the natural resources in the FDH. A better understanding of the trends and status of the Highlands natural resources will also contribute to better design and targeting of interventions related to land and ecosystem restoration first under the GEF project itself but in future also for other projects linked to the overall programme for the FDH.

#### Global Environmental Benefits

The first Phase of the project will be implemented in two steps and the first will focus on establishing an enabling environment for integrated natural resources management in the FDH. The second step will focus on implementation of pilot demonstration activities in rehabilitation of degraded land, improved land management and protection of headwaters. The duration of the steps in phase 1 of the project has been revised to four and six years, respectively. This means that tangible global benefits will be generated already during the first phase of the project. Moreover, under output 2.1 (Integrated Natural Resources Management in the Pilot Sites and Watersheds), improved coordination and exchange of experiences with existing river basin authorities/organizations has been included as an indicator/activity, which will ensure cooperation with the downstream parts of the river systems (this latter issue has been addressed in more detail below).

#### Risks related to Political and Institutional Instability

The Project will reduce the risks related to institutional sustainability at regional level by strengthening the existing cooperation framework for management of the FDH. This should also contribute to reduction of conflicts between countries related to resource utilization in the FDH, which in turn may reduce political tensions between the countries in the long term. The capacity building elements of the Project will also strengthen national institutions involved in INRM and hence contribute to institutional stability at national level. However, many of the factors related to political stability at national and regional level are out of the control of the project, but as mentioned in the document, the stability of the region has improved in recent years.

#### Linkages to Other Programmes and Action Plans

The issue of Senegal ratification of the CCD has been addressed.

#### Innovativeness of the Project

A very extensive data collection has been suggested by the Project because only few countries or services have accurate data and relevant information on natural resources, land and ecosystems degradation and biodiversity monitoring. It was noted that collecting data in the FDH could be of great benefit to the countries to establish monitoring criteria and indicators for monitoring changes. However, related activities have been reduced in scope



*and become more targeted towards the needs to establish a baseline for field interventions that have been scheduled to start earlier than in the previous version of the document. Instead of traditional surveys, etc., the project will test and apply to the extent possible, innovative and participatory data collection and integrated assessment methods.*

## **Conclusions**

Inconsistency, Editing and Translation

*These issues have been addressed in the revised document.*

French acronyms

*This issue has been addressed in the revised document.*

## **Second STAP Review (July 17<sup>th</sup> 2005)**

### **STAP Reviewer Comments**

STAP review of the project in an earlier version was undertaken by me in early February. The project team based on comments received, including through this review, has restructured and to some degree modified the project. They have further ensured consistency between the main document and its annexes, something that was earlier not fully the case. I was invited to provide a final review based on the revised document.

### **Overall Impression**

The Fouta Djallon INRM project is a project that is corresponding to perceived needs among the participating countries. The current project document, which is a considerably improved version, makes it possible to understand how the project fits into the context, both the environmental context, the socio-economic context, the policy context and the context of the GEF programming. It clearly identifies the background, the threats and the actions to be taken within this project to respond to the “GEF eligible” parts of what is required. It further clarifies the linkages between this project and ongoing projects, including how this project will fit under the Fouta Djallon Highland Programme.

The restructured and modified project document is describing a more logical institutional structure (which can also be seen from Annex 7 – now re-organized into Annex 6). For instance, the Observatory is now more to be seen as a resource and not a part of an institutional structure. And the role of the IBC-AU is now much more clear. The response to my previous review also specifically points out that steps have been taken to minimize the establishment of new institutions and instead to house project units in existing natural resource related structure whenever possible. This of course, as mentioned, will increase institutional sustainability and reduce project management costs.

I was in my previous review emphasising the need for stronger links to and closer collaboration with the existing relevant intergovernmental river basin organizations, NBA for the Niger River Basin, OMVS for the Senegal River Basin, and OMVG for the Gambia River Basin. The main reason is that the sources of these rivers are within the Fouta Djallon INRM project area. This will, according to the current project document, be facilitated by the representation of these organisations in Fouta Djallon Highland Programme, the FDH-MP. This still may be a weak representation as it is not within this particular project but of a “secondary nature”. In the text under Project Management in the Implementation chapter it is phrased that “NBA, OMVS, OMVG can be invited to participate as observers as required” in the Regional Steering Committee of the Project (RSCP). Further, the log-frame under sub-component 2.1 sees as an indicator “improved coordination and exchange of experiences with existing river basin authorities/organisations on integrated water resources and watershed management”. This sounds promising but unless concrete measures to ensure such collaboration between the Fouta Djallon INRM and these river basin organisations it may still not come true. One way to ensure a close link may be to make their observer status in RSCP more compulsory. A stronger link would also ensure the regional approach of the project.

### **Scientific and Technical Soundness of the Project**

In the earlier version of the project the monitoring and assessment to be undertaken under the project should be a “detailed and as complete as possible inventory of natural resources” and not any targeted inventories and studies. This has now been changed and the activities, as described in sub-components 1.3 and 2.1, seems to be much more targeted and would thus contribute to the assessment of trends in deforestation, soil erosion, water flow depletion,

and land and ecosystem degradation. Interventions under the project and its different components will thereby be easier to target.

### **Global Environmental Benefits for the Land Degradation Focal Area.**

The project document now very much clearer demonstrates, under the Implementation chapter and its Table 2, the sequence of activities under the two phases of the project and their contribution to global environmental benefits. In particular the different capacity-building activities will ensure an enabling environment without which useful outcomes of the other components would not be fully feasible.

### **The Projects Replicability**

The project's replicability is now clearly demonstrated by its 'information support system' that will target actors within the region with dissemination of good conflict resolution approaches that will promote replication and scaling up. This is now to be seen under each component and its activities.

### **Innovativeness of the Project**

In my previous review of the project I claimed that the then suggested extensive data collection of environmental data was far from innovative. As the data collection suggested in the current project document is much more targeted and the project according to both the project document and the response to my previous comments now will be much more targeted and apply to the extent possible participatory data collection and integrated assessment methods, my assessment of course have changed somewhat. But as the methods have not been specified this still needs to be proven.

### **Conclusions**

The project now has been considerably improved, both in terms of structure, including institutional structure, and in terms of specificities such as the earlier somewhat dubious 'comprehensive' and less targeted data collection, and also a suggested (but not confirmed) wider regional cooperation. When implemented the project would therefore importantly contribute to sustainable land management, integrated ecosystem management, including mountain ecosystems, and to targeted capacity building and implementation of innovative and indigenous sustainable land management practices in the region.

17 July 2005  
Gunilla Björklund

### **IAs Response to 2<sup>nd</sup> STAP Review (July 17, 2005)**

Closer Collaboration between the Fouta Djallon INRM and the River Basin Organisations.

*The Project will collaborate closely with the existing relevant intergovernmental river basin organizations [Niger Basin Authority (NBA), Senegal River Development Organization (OMVS), Gambia River Basin Development Organization (OMVG)]<sup>1</sup> responsible for the management, protection, planning and irrigation schemes in their respective river basins. Coordination will be facilitated by the representation of NBA, OMVS and OMVG representatives in the FDH-MP. Through this mechanism, the River Basin Organisations have already contributed to the development of this project through participation in PDF A and PDF B meetings.*

Innovativeness of data collection methodologies.

*This issue was addressed by adding specific activities to sub-component 1.3 (Observatory) which aim at*

- *Carrying out a review of key national and regional institutions (NBA, OMVG, OMVS), regional programmes (FAO Africover and Global Land Cover Network) and individuals working in the field of natural resources inventory and monitoring, as well as of their capacities for collecting and analyzing the necessary information.*

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<sup>1</sup>NBA: created in 1980 and involving Mali, Niger, Nigeria; OMVG: involving Gambia, Guinea, Guinea-Bissau, Senegal; OMVS: created in 1972 and involving: Mali, Mauritania, Senegal

- *Developing a strategy, methodology and action plan for data collection and for the establishment of an Environmental Information System. This system will include: options for a mechanism for cooperation on natural resources information, proposed institutional framework, required management skills, training needs, and hardware and software requirements, among others.*

**(b) GEF SECRETARIAT COMMENTS AT WORK PROGRAM ENTRY AND RESPONSE OF IA  
AND EA**

*To be developed.*



## ANNEX 4: GLOBAL SIGNIFICANCE OF THE FOUTA DJALLON HIGHLANDS

### FOUTA DJALLON HIGHLANDS INTEGRATED NATURAL RESOURCES MANAGEMENT PROJECT

#### **The Natural Resources of the Fouta Djallon Highlands**

The Fouta Djallon Highlands (FDH) are composed of a group of high plateaux (altitude varying from 500 to 1 500 m), located in the central part of the Republic of Guinea (Middle Guinea), and with physical extensions overlapping with the territories of Guinea-Bissau, Mali, Senegal and Sierra Leone. They are characterized by a great variety of landscapes and **diversity of ecosystems**. In the National Monograph on Biodiversity in Guinea (1997), four main ecosystems were identified: (i) Guinea-Sudanese Savanna, (ii) Dry Guinean Forest, (iii) mountain ecosystems, and, (iv) river and freshwater ecosystems. Due to their geographic and climatic diversity, they are rich in biodiversity, hosting several animal and plant species, some of which are endangered and deserving of special protection.

The FDH are also characterized by important water networks, sheltering more than 8 000 springs of which six are international waters (Gambia, Niger, Senegal, Kaba, Kolenté and Koliba). More than seventy percent (70%) of the flow of these rivers come from the Highlands. Accordingly, the FDH is considered the water tower of West Africa and important for the livelihoods of the populations of nine countries (including Nigeria) watered by these rivers. This explains why countries in the region and the world community are concerned with the preservation of the natural resources of the Highlands.

The FDH also encompasses a **high productive potential for improving livelihoods and reducing poverty**. The Highlands are one of the West African regions where population density is highest: an average of 40 inhabitants per km<sup>2</sup> but easily reaching 120 inhabitants per km<sup>2</sup> in some areas of the central plateau (National Population Census, Guinea 1997). The population living in the extended areas of the FDH is estimated at 7 million. This population is mainly rural (70 percent), depending on local natural resources for its agricultural, livestock breeding and fishing. Furthermore, the forest is largely used as a source of domestic energy, construction and raw material for furniture and crafting, including food (fruits, leaves, tubers, bushmeat, etc.), aromatic oils, etc. Preserving the FDH's natural resources, through sustainable management and use, is likely a high priority for the local communities, as well as for the governments and all concerned about poverty reduction in rural areas.

The rural communities rely heavily on the use of the important **biodiversity products** to meet their needs for food and improved incomes. Among the main food products provided by the FDH resources are: palm wine, kinkeliba and tamarind juice (*Tamarindus indica*), shea butter (*Vitellera paradoxa*), African locust bean (*Parkia biglobosa*), baobab (*Adansonia digitata*) fruits and leaves, and cashew nut (*Anacardium occidentale*), among others. Communities also use forest products for crafts and industrial purposes, particularly, Abyssinian bamboo (*Oxytenanthera abyssinica*), Gum Arabic (*Acacia senegal*) and Mbepp gum (*Sterculia setigera*), and for medicinal purposes. In fact, some plants (woody and herbaceous: roots bark and leaves used for brews, infusions or poultices, etc.) are recognized for their medicinal properties and qualities. The report on biodiversity in Guinea stated that more than 1 200 plant species are traditionally used to treat the most common sicknesses. Similarly, several animal species are used (meat, skin, bone, horns, teeth, claws, hairs, organs, fats, milk, blood, excrement, etc.) for

their curative qualities in traditional medicine. Table 1 below provides relevant information on some animal species used in traditional medicine.

**Table 1: Selected Animal Species used in Traditional Medicine**

<b>Animal Species</b>	<b>Elements Used</b>	<b>Illnesses Treated</b>
Turtle	Blood, shell	Rickets, dermatosis
Rabbit	Hairs and skin	Burns
Singe rouge monkey	Meat	Jaundice
Chimpanzee	Meat	Ochocerciasis
Viper	Meat	Jaundice
Porcupine	Quills, organs, excrement	Various illnesses and bad luck
Grey partridge	Meat	Jaundice

### Threats

The TDA carried out during the PDF-B formulation phase of the Project highlighted, based on the current status, that FDH natural resources are under serious threat of degradation. According to the findings of studies carried out in Guinea associated with the preparation stage for the Water and Environmental Resources Management Project of the Senegal River Basin in 2001, there is an ongoing decline in the potential of the natural resources induced by natural phenomena and population pressure. This was based on the following findings: (i) a decrease in the FDH wooded surfaces of more than 4 percent per year; (ii) 36 of 88 plant species considered endemic are endangered; (iii) 17 out of 190 mammals identified in the country are endangered; and, (iv) 16 of 526 bird species identified are endangered.

These findings seemed to be confirmed by an earlier assessment carried out in Mali in 1989 by IUCN on biodiversity status. For example, while the number of species of large and medium mammals in Mali was estimated to be 70, the populations appear to be strongly declining, following a reduction of forest and wooded areas. Among these species, nine are endangered – (i) the oryx (*Oryx algazel*); (ii) the damaliscus (*Damaliscus korrigum*); (iii) the addax (*Addax nasomaculatus*); (iv) the West Sudan giant eland (*Taurotragus derbianus*); (v) the giraffe (*Camelopardalis reticulata*); (vi) the cheetah (*Acinomyx jubatus*); (vii) the maned sheep (*Amnotragus lervia*); (viii) the elephant (*Loxodonta africana*), numbering around 500 to 600 in the Douentza Reserve; and, (ix) the chimpanzee (*Pan troglodytes*).

Similarly, the analysis of rainfall and hydrological surveys made during the TDA studies showed strong disturbances and an overall trend towards less rainfall. Indeed, rainfall analysis and observations made from 1990 to 2002 in the Guinean part of the FDH showed persistent deficits since 1970. The period 1970 to 2000 pointed out a rain deficit of 395 mm compared to the humid period (1950-1970) and 170 mm in the normal period (1931-1950). The result is an overall move of isohyets from the north towards the south of around 200 km.

Overall, there appears to be increasing degradation of the ecosystems, land and water resources. This degradation enhanced the decline in the bio-productive potential and the biodiversity, through: (i) reduction of vegetative cover; (ii) acceleration of soil erosion processes; (iii) modifications of morphological, physical, chemical and biological properties of the soils; (iv) declining soil fertility; (v) increasing land pressure; (vi) reduction of fauna and flora; (vii) increase in surface water run-off; (viii) siltation and sand accumulation in watercourses; (ix) drying up of springs; (x) appearance of invasive plants in the watercourses; (xi) disappearance of some fish species; (xii) increase in the prevalence of some *parasitic* diseases linked to water;

(xiii) changes to the water balance of shared watersheds; and (xiv) reduction in the volume and duration of rainfall.

## Causes

The causes of the ongoing processes of degradation appear to be numerous and interlinked – they should be well determined in order to plan efficient measures to curb and mitigate their effects, the failure of which could result in their disappearance. They could be grouped into four classes:

Physical and technical causes due to lack of uptake of sound participatory models of management of natural resources use;

Socio-economic causes linked to poverty and insecurity, which lead to a preference for short-term and often harmful solutions for the environment. Further, strong population and livestock growth rate make the demand for productive land far exceed the Highlands' potential, which results in exacerbated degradation of natural resources;

Institutional causes arising from the gap between traditional and the economic structures of natural resources management. In fact, traditional structures were designed and organized to manage communities with a low growth rate and whose consumption needs were limited to the essential. Today the same resources must satisfy both the subsistence needs and be used as the main source of income. Furthermore, the technical-administrative services and methods of management which took place in the FDH did not promote collaborative relationships with the populations, but rather generate conflicts over natural resources management. One can add that the institutions involved in the natural resource management did not have the necessary means to ensure monitoring of field activities, which severely weakens their efficiency; and,

Policy causes characterized by lack of incentives and pro-activity in the natural resources management, and lack of mechanisms for the transboundary aspect of the resources that demand concerted management and that unfortunately collides with bureaucratic practices that strongly offset their efficiency.

It would be important to carefully determine all these causes in order to plan efficient measures that would curb them and mitigate their impacts.

Table 2 summarizes the chain of causes related to FDH natural resources degradation, and facilitates the understanding of the interdependence of these multiple causes. It also shows that depending on perspective, a cause of one situation may be a symptom or consequence of another. This is where a holistic and integrated approach is needed.

**Table 2: Analysis of Main Environmental Problems of the FDH**

<b>Problems</b>	<b>Symptoms</b>	<b>Technical causes</b>	<b>Socio-economic causes</b>	<b>Institutional causes</b>	<b>Socio-political causes</b>
<b>1. Land degradation</b>	Reduction of plant cover	Extension of cultivated areas (clearing) Deforestation  Repeated bush fires Overgrazing	High population growth Growing demand for wood and charcoal Unsuitable agricultural and pastoral practices High livestock growth	Traditional structures not adapting to new economic and demographic order Overlapping and conflicts of competences between the traditional and modern (technical-administrative) structures of land managements	Gap between the set objectives and the means of implementing land and agricultural policies
	Structural and morphological soil modification	Erosion/soil leaching	Over cultivation  Soil leaching for cultivation in sensitive areas	Inefficiency of agricultural services	Land policy not implemented
	Declining soil fertility	Inadequate fallow time	Unsuitable agricultural practices Rapidly rising population	Inefficiency of agricultural services	Poorly understood and unsuitable agricultural and demographic policies
<b>2. Water degradation</b>	Drying up of springs	Inadequate recharge: erosion and reduction of volume and duration of rainfall	Land pressure and cultivation of the edges of the water sources heads	Lack of structures with experience in water resource management	Lack of appropriate means and a policy of coordinated management of shared waters
	Sand accumulation in watercourses	Sediment loads are excessive	Extending crop lands on riverbanks	Inefficiency of water and forest services	
	Reduced groundwater storage capacities	Inadequate recharges (low rainfall) Excessive harvests	Climate changes Increase in population and livestock	Lack of efficient structures and mechanisms	Inappropriate water management policy
	Increase in the prevalence of parasitic illnesses linked to water	The extension of stagnant stretches of water	Construction of hydro-agricultural/electric dams	Sanitary services not associated with decision-making	Services concerned are not coordinated.
	Physical, chemical and biological modification to waters	Water pollution: (i) household refuse (ii) industrial waste (iii) chemical and toxic products; and (iv) sludge from industrial mines	Difficulties in investing in environmental waste disposal	Decontamination services not operating	Policies on hygiene and those relating to the environment are not internalized.



<b>3. Degradation of biological resources</b>	Reduction/disappearance of some plant species	Excessive deforestation	Land pressure Unsuitable agro-pastoral practices Excessive harvest of forest products	Inefficiency of agricultural and forestry services	Uncontrolled environmental policy
	Reduction of number/disappearance of some animal species, and fish	Destruction of biotopes and reduction of food resources Poaching  Unsuitable fishing techniques and equipment	Land pressure  Growing demand for game, trophies, live animals Excessive hunting and fishing	Inefficiency of both fauna and environmental management structures Inefficiency of fisheries services	Fauna and nature protection policies are not internalized Fishing policy not assimilated
	Modification of the aquatic ecosystem/ Appearance of new plant species	Modification of water regime Watercourse pollution; agricultural and industrial waste	Climate changes  Excessive water harvesting  Non-observance of urbanization/ industrialization norms	Only slightly functioning water management service Only slightly functioning waste disposal services	Management and improvement policies are not assimilated

## Current and Planned Operations

During the TDA study, the issues of management and sustainable use of FDH's natural resources were discussed in Labé (Guinea) by the PDF-B project formulation team. The various threats to the environment and livelihoods were addressed and five major challenges were identified: (i) the reduction of plant cover; (ii) decline in soil fertility; (iii) lowering of the groundwater table and of water flows; (iv) alteration of physical, chemical and bacteriological qualities of the water; and (v) loss of biodiversity.

The analysis pointed out that past activities carried out in the FDH did not seem to have significantly reduced the threats, and the demand for new interventions remains very strong and actual. Indeed, there are organizational or economic obstacles and barriers that limit the scope of operations promoted through different projects and programmes supporting in the past sustainable management of the FDH's natural resources. Table 3 highlights the main obstacles of activities carried out or planned in the baseline scenario.

**Table 3: Analysis of Root Causes, Constraints and Baseline Activities in the FDH**

Major impacts of degradation of FDH's natural resources	Intermediate and root causes	Barriers to sustainable land management	Baseline scenario activities
1. Reduction of plant cover	Strong land pressure following demographic growth, increased livestock, ignorance of methods and lack of structures of land management Significant deforestation following growing demand for wood energy, unsuitable agro-pastoral techniques, extension of towns and the development of technical and economic infrastructures	Lack of non-agricultural employment Land insecurity and landlessness Overlapping jurisdiction of customary structures concerning land administration Insufficient human, logistic and financial resources allocated to the forest sector Insufficient participation of local communities in development actions and natural resources management	Technical measures of protecting the natural heritage are taken (creating forest reserves and protected areas), but the implementation means are insufficient The regulatory coercive measures are hard to apply and barely efficient Support to the forestry community and private resources are very limited Very few non-agricultural alternatives are offered rurally to lower pressure on the lands
2. Low soil fertility	Strong water erosion following cultivation of marginal lands and inappropriate agro-pastoral techniques: slash and burn cultivation, repeated bushfires, slope cultivation, overgrazing	Inadequate controlled traditional or modern systems of land conservation Ignorance and lack of application to methods and practices favourable to sustainable agriculture Lack of means dedicated to soil conservation	The agricultural, pastoral and forest extension services exist but do not have socially- and economically-acceptable technological packages; furthermore, they no longer have the necessary socially acceptable technological, economic and logistic means to reach producers/users
3. Lowering of the groundwater table and discharge in watercourses	Unsuitable use and Exposure of bare ground in the watershed resulting formation of hard pans and in a lowering of the infiltration and replenishment rate of the groundwater Excessive harvesting of	Non-observance of bans on sacred woods, in particular those covering springs and protecting against human, especially agricultural, activities Uncontrolled use of unsuitable soil and water conservation measures	Management and protection of springs have been carried out but only concern some springs and only a small portion of watersheds. (Pilot and partial watershed management) An integrated water management approach was initiated through the springs

	<p>surface aquifers Climate change</p>	<p>Lack of an integrated water management policy.  Lack of measures to produce forecasts and early warning for drought</p>	<p>project but has not been consolidated by the development and implementation of participatory management models of the watersheds  Proposals to install harmonized systems of data processing, monitoring-evaluation and information dissemination exist but have not been made operational</p>
<p>4. Modifications of the physical, chemical and biological quality of the waters</p>	<p>Watercourse and underground waters (i) household waste (ii) industrial and small-scale production waste (iii) chemical products used in agriculture, fishing and mining and (iv) the sludge of mining industries</p>	<p>Non-internalized and unfamiliar water legislation Lack of local water management structures Lack of water purification services and its pertinent operating means</p>	<p>Limited dissemination of regulatory documents on water management Urban purification services are operating poorly Economic actors are not sufficiently aware of pollution problems Economic operators are not adequately informed of pollution problems The regional laboratory of analysis and control of water quality in Labé is not operational</p>
<p>5. Disappearance of some animal species, including fish</p>	<p>Destruction of habitats Poaching Excessive hunting, fishing Refuse of toxic products in the watercourses</p>	<p>Land pressure Non-observance of environmental protection measures Resorting to unsuitable fisheries techniques Watercourse pollution</p>	<p>Limited dissemination of acts on fauna management and fishing practice Barely initiated training of users and rules against water pollution applied</p>

## ANNEX 5: PUBLIC INVOLVEMENT PLAN

### FOUTA DJALLON HIGHLANDS INTEGRATED NATURAL RESOURCES MANAGEMENT PROJECT

#### Introduction

The management and utilization of Fouta Djallon Highland's (FDH) natural resources involves a large and diverse number of stakeholders with different and at times conflicting interests (e.g in the sustainable use of vegetation, biological resources, water resources, and range and quarry utilization). The current Project recognizes the basic principle that **rural communities are responsible for managing the resources of their lands or territories**, thus likely to make choices and implement activities that are suitable for conserving and using the resources. In this context, the Project's role aims to participate in supporting activities decided upon and undertaken by the communities. The need then arises to accurately identify the different groups making up these communities and to ensure the representativeness of major local leaders and decision-makers, in order to avoid conflicts of interest or competition within the communities and prevent limiting the scope of the operations carried out.

The direct beneficiaries of the Project are rural communities living in the Highland areas that are directly dependent on the natural resources for their livelihoods. They are distributed in many social and socio-professional categories consisting of the following:

Farmers: they practice shifting cultivation through “slash and burn techniques” for cereal production (fonio, millet, sorghum, maize), tubers (manioc, taro, sweet potato), groundnut and cotton;

Livestock breeders: generally Fulani, practice animal breeding and limited agricultural activities. In the central plateau level of the FDH, most livestock breeders are sedentary, with small herds of a dozen heads, often straying around the village. In the extension areas of the FDH, there are also large animal breeders of herds with, at times, 100 heads of livestock;

Fishermen: in Guinea, they are traditional fishermen along the main watercourses, belonging generally of the Bozo and Somono ethnic groups. Other ethnic groups also fish from time to time. Due to a serious decline of fish production potential, a moving trend of the fishermen from northern to southern parts of the Niger watercourse has been observed in the past years, with significant risks of future shortages of fish if nothing is done to promote sustainable management of fish and fishing techniques that respect the reproductive cycle of fish species;

Hunters: there are traditional groups of hunters, but they have been strongly reduced in number, following a growing shortage of game. There are still some camps of traditional hunters around parks and protected areas; and,

Foresters and wood craftsmen, beekeepers, and traditional healers and those whose activities depend on the management of the natural resources.

The project preparation workshop held in Labé involved representatives from the main groups dependent on natural resources management in the FDH. During the workshop, they carried out a preliminary identification of potential stakeholder groups that could participate in the implementation of the proposed GEF project (Table 1).

**Table 1: Initial List of Main Stakeholder Groups Dependent on Natural Resources in the FDH**

<b>Groups of actors</b>	<b>Main concerns</b>	<b>Role</b>	<b>Expectations</b>
Producers/users:  Farmers, livestock breeders, hunters, foresters, traditional healers, crafts people	Increase the productivity of natural resources Keep populations alive Earn money	To manage better	Poverty reduction Continuation of benefits Capacity-building Benefit from infrastructures Harnessing of local knowledge
Consumers	Availability of products Interesting quality/price ratio	To influence the producer (consumer's choice of resources)	Guarantee of supplies Better circulation of goods and people
Civil society/NGOs	Making the resources last Possibility of providing technical support	To provide technical support	Valuation of local human resources Capacity-building
The State	Safeguard the resources Ensure macro-economic balances Obtain financing	Support/advice Control	Coordination framework Better intervention coordination Exchanges of experiences Improvement of local livelihoods
Private Sector	Facilitate access to resources Earn money	Provision of services	Improvement of the economic context
Donors	Make the resources last Consolidate relationships Become part of a growing niche	Financing Technical support	Global benefits Good governance

## Typology of Main Stakeholder Groups

Rural communities of the FDH are among the different stakeholders in the Project who show greatest concern for natural resources management. As the basis for their livelihoods, the FDH's degradation threatens their future. The FDH region is characterized by a high population density, with an average of 40 inhabitants per km<sup>2</sup>, but reaching 120 inhabitants in certain areas of the central plateau. Generally speaking, it is estimated that 7 million live in the FDH and physical extension areas (185 000 km<sup>2</sup>), with 3 million people living in the central plateau of the FDH (60 000 km<sup>2</sup>). The whole population living within the FDH extended areas (delimited according to hydrological criteria), including the upper basins of the main trans-boundary rivers (325 000 km<sup>2</sup>), is estimated to be 15 million. The Project's first Phase mainly concerns the FDH watershed and directly affects 700 000 people, that is, 10 percent of the total population of the area considered. Seventy percent of this population is rural communities living directly from using and adding value to local natural resources, and are here considered as the project beneficiaries.

## Project Preparation

The Project was designed on a partnership basis with local stakeholders and communities. To this end, the preparation of the Project considered the main principles related to participatory management of natural resources with the aim of securing the sustainable management and development of the FDH. These principles are:

- Inquire about and take into consideration the points of view and interests of various stakeholders, and harness local expertise and knowledge;
- Favour information exchange with different stakeholders;
- Take into account economic, social and institutional causes of the identified environmental issues;
- Clarify the roles and responsibilities of different stakeholders;
- Have a holistic and cross and intersectoral vision of problems and solutions;
- Follow a repetitive process of integration and re-validation of envisaged activities; and,
- Suggesting actions that could be implemented progressively and complementarily, and with participation of those concerned.

Project preparation was carried out in various stages: the consultative meetings were organized for many years at the regional level by the governments of the eight participating countries to determine the main scope of the FDH programme and the cooperation mechanisms between and among them. The countries resultant commitment was affirmed during the PFD-B project through the involvement of national focal points, who participated in developing the TDA and assisted the GEF project formulation team in collecting information and data. Two regional workshops for the FDH-MP steering committee and ministerial conference were organized in March 2003 in Banjul (Gambia) and in October 2004 in Conakry, gathering representatives of the countries, experts, UNEP, FAO and GM/UNCCD, including donors. These consultations discussed the overall mechanisms of regional cooperation and institutional and technical issues linked to FDH natural resource management, and drew the way forward.

Among the main meetings, workshops and consultations organized in the framework of the preparation process of the current Project are:

- The Eighth Session of the Regional Coordination Committee (Labé, March 2000) dedicated to preparing the terms of reference of the study relating to the establishment of a

Strategic Action Plan for the Sustainable Management and Development of FDH; these terms of reference served as the basis for negotiations and implementation of a PDF B in the Integrated Management of FDH;

- Two quadripartite meetings held (OUA, CEDEAO, Presidency of CM and the Guinean Government) in November 2000 and October 2002 in Conakry; these meetings enabled the definition of implementation methods of the PDF B;
- Coordination workshops held in Labé in February 2001 between different operators in the FDH, recommending the “Institutionalization of the Coordination mechanism by creating an Observatory for the sustainable management and development of FDH natural resources, as well as the environmental impacts;
- A second Coordination Workshop held in Labé in July/August 2002 between different actors in FDH and which reaffirmed the need for a permanent coordination framework among different stakeholders in FDH and validated the formulation report of a project for creating a regional observatory on FDH’s natural resources;
- As the executing agency of the PDF-B project, FAO assigned a regional project coordinator, in Conakry, June 2003 to implement the PDF-B framework. He reactivated the network between countries through the NFP and carried out the work plan (TDA, legal and institutional studies, local consultations, etc.);
- A steering committee was organized in March 2003 in Banjul, Gambia and a special session of the Conference of the Ministers; this meeting endorsed the preliminary TDA report and took note of progress made in the PDF-B implementation and also recommended to pursue the TDA work to be completed before the end of July 2004.
- The regional Steering Committee of the FDH-MP and the Ministerial Conference were held in Conakry in October 2004 to review the PDF-B outputs and endorse the GEF project brief, including any other relevant documentation produced during the PDF-B project.

During the implementation of the PFD-B project, the coordinator visited the member countries of FDH-MP several times and worked with the National Focal Point of the FDH-MP and GEF focal points, including donors concerned with the FDH -MP. In the preparation of the GEF project, the formulation team had close contacts with the main stakeholders in all the concerned countries. They particularly met in Guinea with the main leaders involved in the management and utilization of natural resources, as well as the main donors involved in the activities supporting natural resources management and rural development. In particular, the formulation team had intensive work sessions with GEF, UNCCD and CBD focal points and STC members. The team also had several field visits to FDH areas to discuss with local authorities and heads of the decentralized technical services, as well as the leaders of the main projects and NGOs operating in FDH.

Due to the diligence of the PDF-B Coordinator assisted by FAO, executing agency of PDF-B project, several meetings were held with Ministries of Cooperation, Planning, Water, Agriculture and Forests, Environment, with the aim of sharing information related to FDH, and to identify priority actions for natural resources management at national and regional levels.

Project preparation thus involved all concerned countries of FDH-MP and mobilized different stakeholders – administrative and technical authorities at the national and local level, customary authorities, representatives of local communities and socio-professional and community organizations, representatives from research and training institutions, privates, leaders of projects and NGOs, as well as representatives of donors operating in the area. The draft GEF Project Brief was discussed at a

meeting with the eight participating countries, and the International Coordinator of IBC-AU participated in its finalisation.

### **Project Implementation**

During the entire period of project implementation, work relations and collaboration will be maintained with all parties concerned (private sector, public structures, local and international NGOs, etc.). The local stakeholders will be encouraged to form community management committees by commune, zone, country and at levels in order to ensure their effective participation in the decision-making process (negotiations and dialogue with other stakeholders). These committees will be assisted to address necessary environmental issues of their village and represent them at all levels of decision-making. To this end, all community and local leaders involved will be fully informed on the project goal and activities, through suitable training, awareness raising and meetings. The training will aim to provide them with required good practices to better manage their territories, negotiate opportunities and monitor the activities. Moreover, the direct contribution of beneficiary populations, in cash and kind, constitute a co-financing part of the project activities. In all the pilot sites of the project, the project team will organize populations in socio-economic and professional groups, on a participatory basis, with focus on women and youth associations, including farmers, livestock breeders, hunters and foresters' corporations.

### **Participation of NGOs and other Stakeholders Supporting Local Development**

The project activities will be implemented by a participatory approach and community-based territories and will involve NGOs who will directly support local development. Table 2 below lists the NGOs identified and operating in the FDH.



**Table 2: List of Main NGOs operating in the Guinea FDH in Rural Development and Natural Resources Management**

Name	Location	Fields of intervention	Observations
Ballal Guinée	Labé	Natural resource management Literacy Community village support	
The Guinean Union of Volunteers for Development	Labé	Management of territories Community projects Construction of classrooms	
South South-West Exchange in Rural Settings	31322 Castanet Tolosan, France	Agroforestry Fruit tree domestication Environmental education Civil society	
University Exchange for Development	Conakry, and Mamou	Agriculture NRM	
African Centre of Training for Development)	Conakry and Labé	Training Civil society organizations	
National Institute of Rural Development	N'zérékoré and Labé	Training Management of cooperatives	
Assistance to Community and Associative development assistance	Conakry, branch in Mali	Reforestation and Afforestation Market gardening	
Associations for the Development and Protection of the Environment	Pita	Community tree nurseries Forest plantations	
Volunteer Group for Development	Télimélé and Labé	Participatory rural forestry Support to market farmer groups	ESSOR Partner
Young Scholars' Association for the Environment	Yembéring (Mali)	Agroforestry Coffee growers	ESSOR Partner
Indigo	Mali	Agroforestry Building schools Small rural infrastructures	ESSOR Partner
Association for the development of Kollandé	Kankalabé (Dalaba)	Support to local associations of parents Environmental education Participatory rural forestry	ESSOR Partner
Volunteers for the Protection of the Environment	Tougué	Support to gardeners, Rural forestry reduction	ESSOR Partner
Friends of the World Club	Labé and Mamou	Environment and education Preventive health Literacy	ESSOR Partner
Association of Volunteers for Sustainable Community Development	Koubia	Support to local structures Participatory rural forestry HIV/AIDS	ESSOR Partner

### Expected Impacts on Beneficiaries

The Project will have a positive impact on various categories of beneficiaries, particularly in strengthening capacities of the local structures, generating new sources of income, improving their socio-economic environment and the potential of the natural resources, thus creating livelihood new options and productive opportunities and good market chains. The project coordination team will give particular attention to the possible negative impacts which may result

from conflicts between resource users; these conflicts could be avoided or minimized by good institutional mechanisms in place. The project will also facilitate exchanges between the various GEF projects and the dissemination of information and technologies.

Women and youth are among the direct project beneficiaries of the rural populations living in the project areas. Particular attention will be given to their role, mainly women whose productive activities essentially rely on natural resources. They are playing a growing role in the natural resources management and income management activities, such as trade of forest products. They will benefit from the project through training, technology transfer and new income sources generation. Since they are responsible for providing wood for household needs, they will benefit from the planned efforts in the project framework, aimed at improving and diversifying domestic energy sources.

The private sector involved in natural resources use, and the urban consumers will benefit from Project results, notably through better supply of wood charcoal and access to other energy sources. The project technical personnel, NGOs and other partners will benefit from training, equipment and logistic support to allow them to better assist the populations and facilitate community management of natural resources. The governments of concerned countries will benefit from strengthened cooperation, information sharing, experience and technology, as well as the harmonization of approaches, policies and legislation in natural resources management.

More specifically, among the targeted 700 000 people living in the project intervention areas, it expected to reach more than 400 000 inhabitants in Guinea (all stakeholder groups in aggregate), 100 000 in Mali and in Guinea-Bissau, and 50 000 in Senegal and Sierra Leone, with about 500 000 inhabitants directly involved in the project implementation. The Project will cooperate with these communities in order to strengthen indigenous management systems and develop resources and land use management activities. The local stakeholders living in these communities will benefit from an increased control of their natural resources and training, technology transfer and capacity-building. Stakeholders will also be offered possibilities to benefit through training from techniques and methods used in various other African areas, which can be applied in their own local situations. These activities will result in improving natural resources management, building capacities of local organizations and conserving biological diversity.

The secondary beneficiaries include rural populations beyond the targeted communities. These include users of shared waters in the periphery areas of the Highlands and downstream of the rivers, in particular Gambia, Mauritania and Niger. At the regional level, the three main organizations of river basins, (OMVS, OMVG and NBA) will also be involved, as secondary beneficiaries but also essential actors in the water management of the FDH. The other rural communities located in the boundary areas will also benefit from the project, since wide dissemination of knowledge and lessons learned from the project is planned to take place through mass media (photographs, reports, videos, radio and television) and other various types of assistance. The technical personnel of competent government organizations, NGOs and other development partners in the project areas will benefit from training, equipment and logistic support so that they may be better equipped to help the populations and assist efforts of natural resources management. The eight governments will benefit from increased cooperation, information and experience sharing, and transfer of technology. Furthermore, the stakeholders of other areas and mountain regions of Africa could also benefit from the long term from replication and scaling up of best practices emanating from the project.

The research and academic institutions dealing with natural resource management, environmental monitoring and assessment, will also benefit from strengthened scientific collaboration. Such collaboration will provide possibilities for students to participate in scientific exchanges and training projects at different levels. Collaboration among institutions will also assist cooperative actions with the direct involvement of communities, and will therefore establish solid bases with a view to integrating modern scientific approaches and traditional methods.

### **Criteria for Selection of Project Intervention Sites**

The selection of the Project's pilot intervention sites will be subject to a participatory process. It must be stressed, however, that the involvement of all participating countries and their populations or committees could raise unrealistic expectations at this stage, which could result in dispersing the Project's resources too much without achieving immediate impact on the Highlands' environment. It is recommended, therefore, that the selection of specific sites be made within the physical boundary of the Highlands in a participatory manner through workshops targeted at village groups.

During the workshops, the choice of participating villages will be made on the basis of selection criteria to be defined by the project team and approved by workshop participants. These criteria may include:

- steady and voluntary commitment of populations and local authorities to participate physically, materially or financially in the project;
- global significance of natural resources to preserve;
- size of the territory to be managed by one or several villages;
- current experiences of villages in natural resources management; and
- impacts of previous projects to determine if prior experience has replication value or if expected efforts constitute the village's first initiative.

## ANNEX 6: INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS

### FOUTA DJALLON HIGHLANDS INTEGRATED NATURAL RESOURCES MANAGEMENT PROJECT

#### I. Fouta Djallon Highlands Management Programme (FDH-MP):

The Fouta Djallon Highlands Management Programme (FDH-MP), is being implemented jointly by the International Bureau of Coordination of the African Union (IBC-AU) and the governments of participating countries. The following institutions are involved:

- Ministers of the Environment and/or Nature Protection from countries of the FDH, including: Gambia, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Senegal and Sierra Leone;
- Representative of development partners in the countries, in particular, the World Bank, UNDP, USAID, CIDA, the European Union and World Food Programme (WFP)
- Heads of river basin organizations: OMVG, OMVS and NBA
- Representatives of civil society;
- Other relevant bodies engaged in ecological and climatic monitoring in the region (CILSS/Agrhymet, Ecological Monitoring Centre-Senegal);

Figure 6a provides an Organizational Chart of the Fouta Djallon Highlands Management Programme.

#### A. The Political and Decision-making Bodies

**Summit of Heads of State and Government (SHSG)** deliberates on all issues involving the States and directs regional cooperation policy. It meets in regular sessions every five years.

**The Conference of Ministers (CM)** is the first body in charge of defining the integrated management, policy and strategic directions of FDH. The CM comprises ministers in charge of environment of the member states. In addition to the ministers, representatives of International, intergovernmental and river basin authorities (NBA, OMVS, OMVG, etc.), other regional organizations (ECOWAS, CILSS etc), and cooperation agencies and development partners can be invited to attend the meetings as observers or guests. Every two years a meeting is held under the leadership of the incumbent president from one of the participating countries; the presidency rotates every two years. The mission consists of examining, evaluating and approving work plans and results obtained, and providing necessary policy and technical guidance.

#### B. The Consultative and Evaluation Bodies

**The Regional Consultative Committee (RCC)** is responsible for evaluating results and analyzing the context of the Programme's implementation and progress achieved, reviewing technical documents and other dossiers that should be submitted to the Conference of Ministers. RCC makes recommendations to CM and IBC-AU. In each country, a National Consultative Committee (NCC) has been established, under the responsibility of the ministry in charge of the environment, as a counterpart to the RCC. The NCC is composed of a National Focal Point in charge of the general supervision of FDH-MP, nominated experts

representing their technical structures and projects on natural resources management, private sector, NGOs, farmers associations, regional organizations (NBA, OMVG, OMVS, ECOWAS, etc.) and donor community representatives. The RCC is presided over, on a rotating basis, by one of the Member States. Biennial and/or *ad hoc* meetings, as required, take place in one of the Member Countries. The RCC is responsible for, *inter alia*:

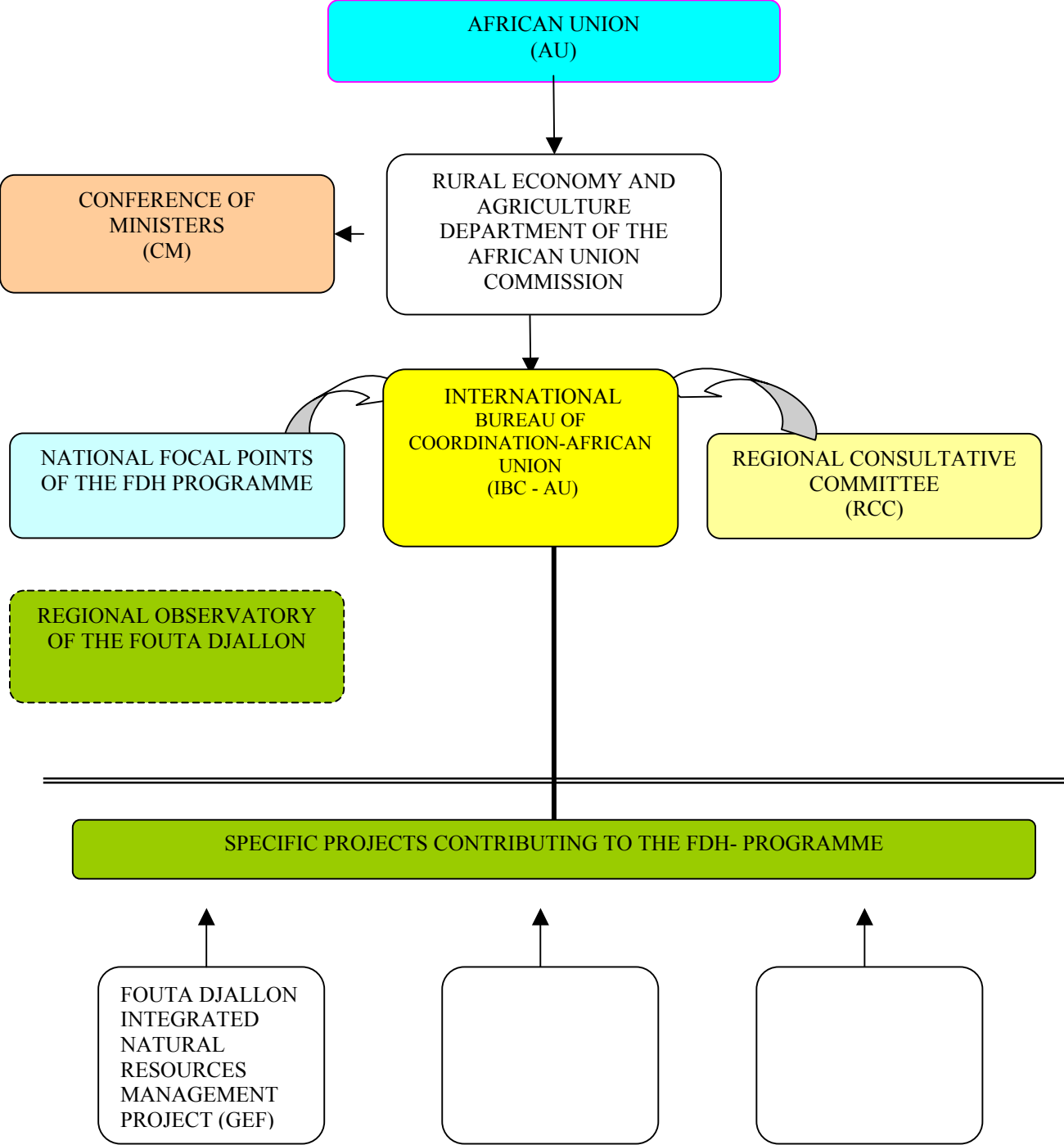
- examining FDH-MP progress in relation to objectives, strategies, work plans and budgets;
- providing guidance and advise on how to benefit from the accomplishments, overcome obstacles and modify strategies and activities where appropriate;
- advising on the appropriate institutional and regulatory frameworks for better management of natural resources in the different areas of FDH and its river basins;
- ensuring integration of gender equity considerations into the FDH programme; and
- providing guidance on coordination of mobilization of financial resources from development partners and governments, at both country and regional levels, in order to strengthen partnerships and collaboration with a view to ensuring good execution of the programme activities.

### C. The Executing and Monitoring Bodies

**International Bureau of Coordination-African Union (IBC-AU).** The IBC was created by the AU to promote and coordinate, at the regional level, activities targeting integrated, sustainable development of the Fouta Djallon Highlands. In addition, the Bureau ensures mobilization of financial resources from development partners and governments, with the aim of good execution of the programme activities. The IBC-AU serves as the RCC Secretariat and implements all decisions taken by CM at its regular meetings. The **FDH Observatory**, which will be established with GEF resources within IBC-AU, will be designed as a scientific and technical body of IBC-AU for assessment, evaluation and monitoring of changes of the status of natural resources in the FDH. The IBC-AU is headed by a Regional Coordinator (RC). The IBC-AU has its head office in Conakry, Republic of Guinea.

**National Focal Points:** Appointed by the Minister in charge of the environment, the national Focal Point will serve as interface between IBC-AU and the national public authorities, to promote the regional cooperation framework and process for better management of trans-boundary resources and to inform the public on problems related to FDH's natural resources management. He or she will assist the National Technical Project Unit (NTPU) team (see below) in ensuring the liaison with all other pertinent national entities in the GEF project. The National Focal Points are senior officers whose role is to (i) act as the counterpart of the Coordinator of IBC-AU in the implementation of the programme and the project; (ii) promote a dynamic of regional cooperation to support better management of the trans-boundary natural resources; and (iii) inform the public on the issues related to natural resources management of the FDH.

**Figure 6a: Organizational Chart of the Fouta Djallon Highlands Programme**



The **FDH Observatory**, which will be established with GEF resources, will carry out studies and monitor changes in the FDH natural resources. It will be designed as a scientific and technical advisory body of IBC-AU to ensure the coordinated implementation of different projects carried out under the FDH-MP. It will be created during the first Phase of the GEF project and will be located in the IBC-AU. It is envisaged that the Observatory will function as an autonomous institution, having two primary objectives: (i) to serve as a repository for data collection, processing and dissemination of information on FDH natural resources; and (ii) to monitor the status and changes of natural resources in the FDH. During the first Phase, the GEF project will support the design, development and operation of the FDH Observatory; in the second Phase, the FDH should progressively become a financially sustainable, autonomous institution.

## **II. Fouta Djallon Highlands Integrated Natural Resources Management Project (FDH-INRM)**

The organization of the FDH-INRM Project is illustrated in Figure 6b.

### **A. Donors**

**GEF:** The GEF's added value is to provide incentives and financial support for national and local institutions to address priority trans-boundary environmental problems in the Fouta Djallon Highlands. The Project's regional approach, with GEF support, will make financial resources available to recipient countries, to meet the "incremental costs" to address trans-boundary issues. GEF funds will assist in providing linkages and harmonizing national and local actions with regional environmental objectives.

**Co-Financiers:** Co-financing agencies are an essential partner to the FDH-INRM Project. GEF resources are catalytic in nature and additional sources of financing and expertise are essential to achieving the identified project objectives and FDH programme goal over the longer term. This is particularly relevant in an area as large and complex as the Fouta Djallon Highlands. Sources of finance represent a mix of traditional, re-directed, and leveraged, co-finance.

### **B. Policy and Advisory Bodies**

**Project Steering Committee (PSC):** The PSC is the overall policy setting body for the Project. The PSC will be composed of representatives from: the participating countries, the IBC-AU, ECOWAS, representative of the Department of Rural Economy and Agriculture (Commission of the African Union), UNEP (Implementing Agency), and FAO (Executing Agency). The Global Mechanism (GM) and other donor representatives and key partners such as NBA, OMVS, OMVG, CILSS can be invited to participate as observers as required. Members of the PSC will be responsible for representing their country/partner institution at the technical and administrative levels. The PSC will be responsible for, *inter alia*:

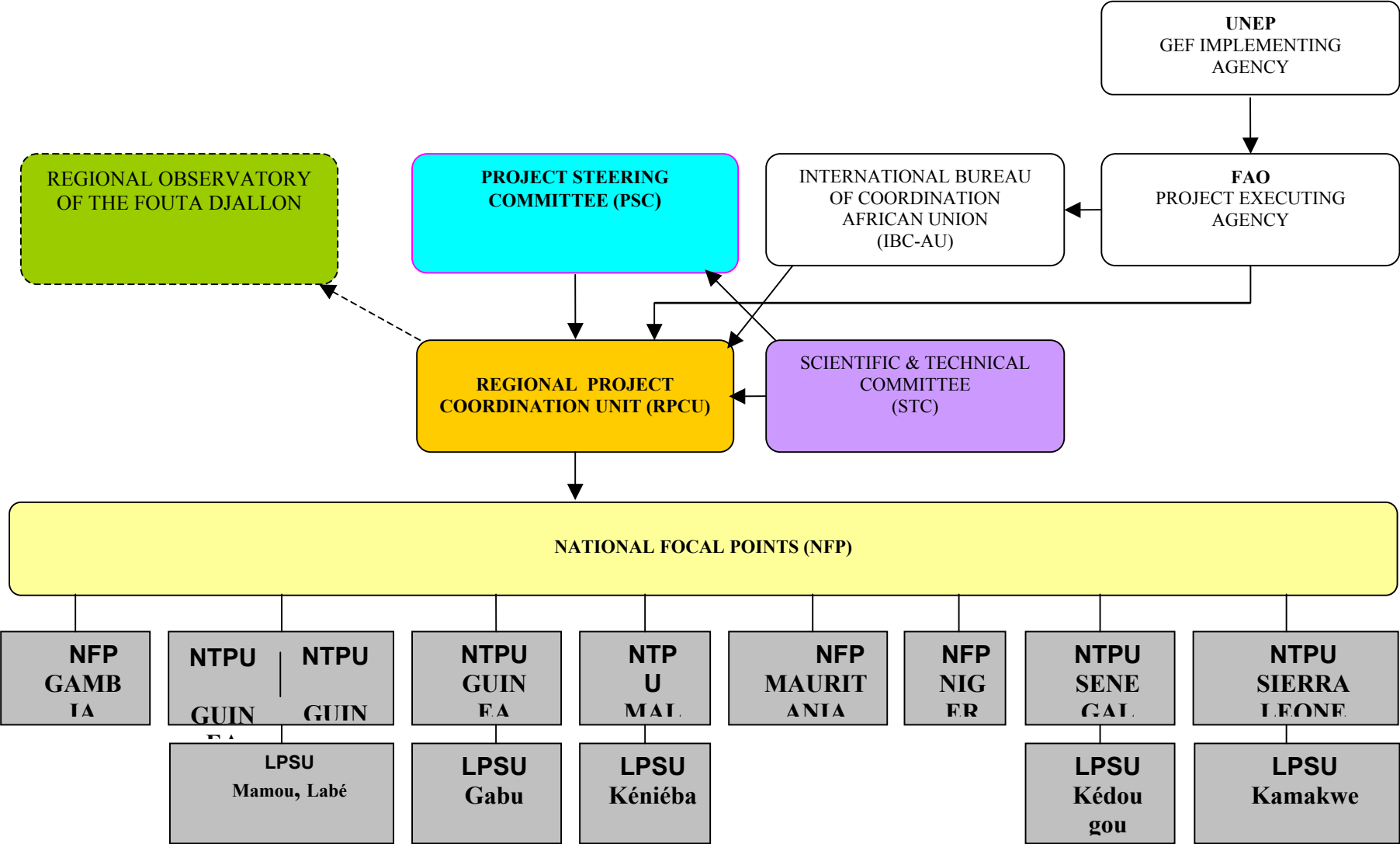
- i. reviewing and approving the project work plan;
- ii. assessing progress in the implementation of the project and recommending necessary actions and measures to be taken towards smooth achievement of the project objectives;
- iii. reviewing of the TORs of the National Focal Points in the context of the project;
- iv. approving of the TORs of the NTPUs, the LPSUs, RSTC
- v. approving the selection and recruitment of the Regional Project Co-ordinator
- vi. reviewing/approving the legal and institutional frameworks that will be proposed and recommending steps to be taken for their adoption;
- vii. reviewing and endorsing the establishment of the Observatory, including its mandate and legal framework, proposed methodologies for data collection, etc. prior to its submission to the Conference of Ministers for approval;
- viii. examining the recommendations of the Regional Scientific and Technical Committee;
- ix. approving criteria for the identification and selection of pilot sites;
- x. approving strategies for communication, partnerships and resource mobilisation;
- xi. monitoring inputs of international and national partners, ensuring that project obligations are fulfilled in a timely and coordinated fashion;
- xii. overseeing and coordinating if necessary the co-financing initiatives for the project;
- xiii. assisting in the mobilizing of co-financing (other donor and national support);
- xiv. reviewing and endorsing the Phase 2 project proposal; and
- xv. providing guidance to the Regional Project Co-ordinator.

The PSC will meet annually on the occasion of other related regional meetings organized by the project or by the FDH Programme. Regular communications and contacts will be maintained by email; requests for comments/no objection will also be made by email or facsimile as required for the smooth and timely implementation of the project. The PSC will elaborate and adopt its own TORs on the occasion of the first session.

**Scientific and Technical Committee (STC):** A STC will be established and will be composed of five independent experienced experts (scientific and technical practitioners, researchers, university staff, etc.), selected on the basis of their competence in trans-boundary land and natural resources management and with good knowledge of the Sudano-Guinean mountainous ecosystems and biodiversity. The STC will provide independent opinions and advice on the technical reports produced by the project, including planned activities, as well as on the natural resource management models to be promoted in the pilot demonstration sites. The STC advises the PSC, RPCU, IBC-AU and the NFPs on the best risks and trends of degradation from the technical and scientific perspective which are evidenced in the Fouta Djallon Highlands as well as on the approaches and methods to reverse this degradation. The STC, to the extent possible, should also provide advice on related activities and possible co-financing opportunities. The RPCU will communicate electronically with the STC; meetings will be organized as project resources may allow.



**ANNEX 6b: ORGANIZATIONAL CHART OF THE GEF PROJECT FOUTA DJALLON  
INTEGRATED NATURAL RESOURCES MANAGEMENT**



### **C. Project Execution and Implementation Arrangements**

**United Nations Environment Programme (UNEP):** As the GEF Implementing Agency, UNEP will be responsible for overall project supervision to ensure consistency with GEF and UNEP policies and procedures, and will provide guidance on linkages with related UNEP and GEF-funded activities. The UNEP/DGEF Co-ordination will monitor implementation of the activities undertaken during the execution of the project. The UNEP/DGEF Co-ordination will be responsible for clearance and transmission of financial and progress reports to the Global Environment Facility.

**Food and Agriculture Organization of the United Nations (FAO):** As the Executing Agency of the project, FAO will provide the overall co-ordination and technical backstopping of the FDH-INRM Project. In this capacity, FAO will be responsible for, *inter alia*, the overall financial management of the project, ensuring the necessary human resources and equipment inputs are provided in a timely manner to ensure smooth implementation of the project and delivery of project outputs, the submission of project progress and financial reports to UNEP/GEF. In close consultation with UNEP/GEF, IBC-AU, and the participating countries, FAO will recruit an international Chief Technical Adviser, who will be under the overall responsibility and direct supervision of FAO. The CTA will be responsible for providing technical and administrative support as well as for the management of the GEF resources at the level of the RPCU. (S)he would furthermore assist the Regional Project Coordinator in the day-to-day management and coordination of the project. In addition, FAO will facilitate and ensure the sharing and flow of information and linkages, internationally, among and between regions. FAO will provide technical support to the project in a very broad sense, tapping into the expertise from its programmes on forestry, land and water, sustainable development, enterprise development, legal advice, etc.

**Regional Project Coordination Unit (RPCU):** The Project will be executed under the technical, financial and administrative responsibility of an autonomous coordination unit that would be hosted at the IBC-AU premises in Conakry. The role of the RPCU is to ensure the coordination and execution of the project and implementation of the work plan, both at the regional and national levels. The RPCU will work closely with the National Technical Project Units (NTPUs) (see below), and other stakeholders and partners. The RPCU will be composed of a Regional Coordinator (RC) who will be recruited by IBC, in close consultation with FAO, and UNEP and approved by the PSC. The RC will preferably be from one of the participating Member States. He or she will have the status of a regional expert which will be defined in the TORs. In addition to the RC, there will be a Chief Technical Adviser (CTA) recruited by FAO with GEF resources. The project financial management will be ensured by FAO through the Chief Technical Advisor, in close consultation with the Regional Coordinator. Support staff will include: an administrative assistant, secretaries (2), chauffeurs (2). The RPCU will be closely linked with the Observatory that will be established under IBC-AU. When fully established and operational, the Observatory will have technical responsibility for overseeing and coordinating the assessment and monitoring of the FDH's resources. It will furthermore provide scientific and technical advice to project management, national counterpart agencies, and the IBC-AU. The CTA will be responsible for providing technical, managerial, and supervisory support to the Regional Observatory of the Fouta Djallon.

The RPCU will be expected to:

- prepare the annual Work Plans, including incorporating the contents of the approved annual national work plans, and present the draft document to the PSC for its approval;
- prepare TORs for the Regional Project Scientific and Technical Committee (RSTC) and identify candidates for potential membership on the RSTC for approval of the PSC. In addition, the RPCU will recruit members of the Regional Project Scientific and Technical Committee (RSTC) for independent reviews of proposals and completed studies;
- provide overall guidance to the National Focal Points (NFPs) and National Technical Units of the Project (NTPUs) in the execution of the project at the national level;
- as provided for in the annual work plan, utilise RPCU staff or recruited experts to undertake tasks of a regional nature;
- maintain records pertaining to the technical and financial aspects of project operation, including the monitoring of project activities and their outcomes;
- prepare project progress and implementation reports for submission to FAO and UNEP-GEF;
- arrange for all PSC meetings, regional workshops and other multinational activities as agreed with the PSC;
- provide the Secretariat to the PSC, prepare minutes of meetings and circulate these documents to all PSC members;
- define the key issues, harmonize the objectives and approaches, and formulate guidelines for the identification, adaptation and testing of appropriate sustainable natural resource management models that can be demonstrated and replicated in other areas of the FDH and elsewhere;
- disseminate relevant documentation and experiences to the NTPUs from other natural resources management projects/programmes in the region;
- synthesize successful results and prepare and disseminate reports on best practices;
- in accordance with the annual work plan, organize workshops/seminars for exchanges of experience in thematic areas and exchange visits to project sites to allow for the main stakeholders to exchange experience; and
- provide guidance to IBC-AU and NTPUs on strategies, policies and regulatory measures with a view to mainstreaming sustainable natural resources management and biodiversity conservation into regional and national sectoral plans and policies; and
- prepare the Project Brief and related documentation and mobilize co-financing for Phase 2 of the project.

**National Technical Project Units (NTPU).** In each country, national technical project units (NTPUs) will be established to facilitate the execution of project-supported activities. Each of the participating “highland” countries will have one NTPU, except Guinea, which will have two, one at Labé and one at Mamou.<sup>1</sup> These Units will work in close collaboration and on a contractual basis (if necessary) with NGOs, decentralized public services, private sectors and socio-professional associations, etc. The NTPU answers both to the technical and financial authority of RPCU (based in Conakry). The NTPU will be

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<sup>1</sup> This is due to the extent of the larger area covered by the project in Guinea (70 percent of total FDH extended areas).

coordinated by the National Focal Point (NFP) in each country with technical and administrative support from the Regional Project Coordinator and the Chief Technical Adviser.

The NTPUs will:

- in consultation with the RCU, identify consultants to undertake national level assignments in accordance with the approved annual Work Plan, and submit all required documentation to the RPCU for their approval and contracting;
- oversee/monitor the execution of national activities, and national components of regional activities undertaken within the country;
- prepare the terms of reference of national consultants or sub-contracts, and, if appropriate, publish them according to competition procedures in effect in the country;
- monitor and supervise the work of the above consultants, and as far as possible, ensure the timely and responsive delivery of contracted outputs;
- provide assistance and support to staff of the RPCU or regional consultants visiting, or engaged in assignments in, his/her country of responsibility, including preparing itineraries, appointments and assisting with travel and other logistical arrangements;
- in consultation with the RC, determine dates, agendas, budgets and participation for national workshops, and upon approval of these plans by the RPCU, undertake the organization and conduct of the workshops;
- work in close collaboration with the National Focal Point in providing him/her periodical reports on the progress of project activities
- ensure adequate communication of national activities to the LPSUs, all stakeholders, including Government, private sector and NGOs, and invite and encourage the participation of all stakeholders, particularly local groups, in national activities and consultations when appropriate;
- provide technical support and general supervision of LPSUs;
- prepare an annual national Work Plan for submission to the RPCU. The work plan will comprise reviews of activities undertaken and/or completed over the last year, as well as proposals for national project activities to be conducted over the next year.
- establish the specifications, contents and a timeframe for the implementation of national work plan activities approved by the RPCU, and their resulting reports;
- convene, as required, thematic sub-groups to consider reports covering specific technical areas;
- schedule, organize and conduct such national workshops as may be decided upon in consultation with the RPCU;
- assist in the identification of sustainable integrated natural resource management models for testing and replication in close collaboration with the LPSUs and RPCU;
- in close collaboration with the LPSUs, organize training activities at all levels and in keeping with the annual work plans;
- inform RPCU of problems and obstacles that need attention of specific assistance;

- promote and enabling national environmental and regulatory environment that would facilitate mainstreaming sustainable land management and biodiversity conservation into sectoral plans and policies;
- ensure that the equipment, technical assistance and services are provided to beneficiaries efficiently and with timely action;
- in close collaboration with the RC and the Government, mobilize funds/resources from other development partners and institutions to complete the financing of the FDH programme and GEF project resources.

An inception meeting to launch the project will be organized at the national level in all in the five participating countries within the physical area of the FDH (Guinea, Guinea-Bissau, Mali, Senegal and Sierra Leone). The meetings will be attended by: the National Focal Point of the FDH-MP, the staff of the NTPU, LPSU, group representatives of community groups and associations, NGOS, public technical services, and private sector. Selected development partners may be invited to participate as observers.

**Local Project Support Units (LPSUs):** Local Project Support Units (LPSUs) will be established, as required, to facilitate the implementation of project interventions at field level and report to the NTPU. LPSUs will provide communities with technical support, working in close collaboration with partners, traditional and administrative authorities at the regional, prefecture and community levels, and local extension workers. The LPSUs will ensure direct implementation of project activities at the local level, including the participation of the wide range of stakeholders. Each country will have a suitable number of units according to local conditions and activities.

The participation of the local communities in integrated natural resource management activities, including farmers associations at village level, and the creation of appropriate local organizational arrangements will be an important element of project implementation. The actual local organization structure will be designed with and agreed by the local communities, taking into account existing successful schemes both within and outside the project area. Local authorities and representatives of customary authorities will be co-opted to strengthen support at the community level. Appropriate arrangements will be agreed with local communities upon the start up of the Project, taking into consideration: (i) local development plans; (ii) existing thematic consultative groups e.g. water management group, land and forest management group, as well as groups on livestock breeders, fishermen, hunters, etc.); and (iii) available local capacities.

The Project is designed to be executed by local community groups or authorities and NGOs, with the support of governmental technical services. The project team will develop criteria which would guide the national and decentralized technical services, farmers/fisherfolks associations, NGOs, private sector, etc. who will participate in the project execution. The proposed TORs would be reviewed and approved by the NTPU, RPCU, and the Project Steering Committee of the Project (PSC).

The project will provide technical and financial support for organization and consolidation of local community structures that will be involved in project implementation. In particular, the project will promote natural resource management strategies that build on indigenous knowledge and traditional systems. Community contributions to the implementation of project activities at field level will be made in kind. These contributions will be costed and indicated in the Action Plans or local development plans prepared with and approved by the

communities themselves. Linkages with other national and donor financed natural resource management projects in the area will be developed.

The LPSUs will *inter alia*,:

- ensure that indigenous knowledge and tradition systems are taken into consideration in designing the project's natural resources management activities that will be undertaken in the field;
- assist the communities in the preparation of local development plans and monitor their implementation;
- identify and prioritize the targeted populations' support needs;
- coordinate project activities at the level of "terroir" and ensure coordination with other ongoing and planned activities, such as those of associations, government technical services, NGOs, development partners, private operators and other institutes, in the project area; and
- carry out environmental education and awareness-raising activities to sensitize local communities about the importance of sustainably managing the FDH resources, including potential positive impacts on livelihoods, incomes and well being, and about the project's objectives and activities.

## ANNEX 7: MONITORING AND EVALUATION PLAN

### INTRODUCTION

The objective of monitoring and evaluation is to assist all project participants in assessing project performance and impact, with a view to maximizing both. Monitoring is the continuous or periodic review and surveillance by management of the implementation of an activity to ensure that all required actions are proceeding according to plan. Evaluation is a process for determining systematically and objectively the relevance, efficiency, effectiveness and impact of the activities in light of their objectives. Ongoing evaluation is the analysis, during the implementation phase, of continuing relevance, efficiency and effectiveness and the present and likely future outputs, effects and impact.

The development and environmental objectives of the project, and the list of its planned outputs, have provided the basis for this M&E plan. The development objective of this 10-year Project is to ensure the conservation and sustainable management of the natural resources of the Fouta Djallon Highlands over the medium- to long term (2025) in order to improve rural livelihoods of the population directly or indirectly dependent on the FDH. The environmental objective of the Project is to mitigate the causes and negative impacts of land degradation on the structural and functional integrity of the ecosystem of the Fouta Djallon Highlands through the establishment of a regional legal and institutional framework and strengthened institutional capacity designed to facilitate regional collaboration in the management of the FDH, assessment of the status of natural resources in the FDH and development of replicable, community-based sustainable land management models.

The project will be evaluated on the basis of:

1. **Execution performance.** Monitoring will concentrate on the management and supervision of project activities, seeking to increase the efficiency and effectiveness of project implementation. It is a continuous process, which will collect information about the execution of activities programmed in the annual work plans, advise on improvements in method and performance, and compare accomplished with programmed tasks. Day-to-day monitoring of implementation progress will be the responsibility of the Regional Coordination Unit, in close consultation with IBC-AU, based on the project's annual Work Plan and indicators. The Regional Coordinator will advise the FAO budget holder, lead technical unit (Forestry Department), and FAO Technical Cooperation Department of any delays or difficulties faced during implementation so that appropriate support and corrective measures can be adopted in a timely and appropriate manner. The Regional Coordinator will report regularly to the Project Steering Committee, highlighting important issues and constraints for advice and guidance. In addition, Quarterly Progress Implementation Reports (QPIRs) will be prepared by the FAO budget holder. QPIRs are an internal FAO monitoring tool used by the budget holder to compare approved work plans with actual performance and to take remedial action as required. See Table 3.1 for the execution performance indicators.
2. **Delivered outputs.** Ongoing monitoring will assess the project's success in producing each of the programmed outputs, both in quantity and quality. Monitoring will consist of continuous and periodic review and surveillance of activities with respect to management and the implementation of the project work plan. This will help ensure that activities are undertaken and outputs produced as planned. A Project Inception Report will be prepared within the first three months of the projects, and Project Progress Reports produced on a six-monthly basis. An independent mid-term review and final evaluation of the project will be carried out by a team of external consultants contracted by UNEP, in consultation with FAO. See Table 3.2 for a summary of expected outputs by project objectives, and Annex B for a detailed list of project activities and corresponding outputs.
3. **Project performance.** Monitored internally through reports and meetings, especially by the Project Steering Committee (PSC). Evaluations will be conducted twice during the life of the

project to determine the relevance, efficiency, effectiveness, progress and impacts of the activities in light of their objectives and inputs. UNEP will organize an independent Mid-term Review at the end of Project Year 2/beginning of Project Year 3 and a Final Evaluation three months prior to the end of the project. See Table 3.3 for a summary of the project performance indicators.

4. **Project impact.** Four major areas have been identified for impact assessment, namely: (a) status of land, natural resources and ecosystems; (b) evidence of changes in natural resource management (NRM) practices; (c) improvement in productivity and reduction in poverty; and (d) strengthening of integrated NRM capacities at different levels. Impact assessment in these areas will depend upon the phases and milestones of the project. A standardized framework for impact assessment will be developed and shared by all involved countries. It is foreseen that the FDH Observatory, as it is strengthened, will gradually assume responsibility for monitoring project impact.

The rest of the presentation is in tabular form, as set out below:

Table 3.1 lists the indicators of project execution performance.

Table 3.2 describes inputs and expected outputs and their timings. See also the Activity Plan in the Project Document.

Table 3.3 summarizes indicators of project performance.

Table 3.4 distinguishes the monitoring and evaluation responsibilities respectively of UNEP, FAO, RPCU/BCI-AU and the Observatory.

Table 3.5 sets out the monitoring and evaluation reports, their content, timing and responsibility.

Table 3.6 sets out the principal reports by area of activity, expected date, and drafting responsibility.

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### **Table 3.1 Indicators of project execution performance**

- The RPCU/IBC-AU and the Observatory are functioning efficiently, and are served by effective technical advisors.
  - FAO is tracking implementation progress and project impact, and providing guidance on annual workplans.
  - PSC is providing policy guidance, especially on achievement of project impact.
  - Half-yearly and annual activity and progress reports are prepared in a timely and satisfactory manner.
  - Half-yearly disbursement plans and half-year and annual financial reports are prepared in a timely and satisfactory manner.
  - Performance targets are achieved as specified in the annual operating plan.
  - Deviations from the annual operating plan are corrected promptly and appropriately.
  - Disbursements are made on a timely basis, and procurement is achieved according to the procurement plan.
  - Financial management and expenditure reports.
-



**Table 3.2 Description and timing of expected outputs by project component**

Must be read together with Table 2 in the Project Brief.

<b>Components</b>	<b>Outputs</b>	<b>Start</b>	<b>Finish</b>
<b>1. Enhanced regional collaboration</b>	1.1 International status and framework conventions	Tranche 1 Year 1	Tranche 2 Year 3
	1.2 National laws, regulations and institutions	Tranche 1 Year 2	Tranche 2 Year 6
	1.3 Regional Observatory of the Fouta Djallon	Tranche 1 Year 1	Tranche 2 Year 6
<b>2. Improved natural resources management and livelihoods in the FDH</b>	2.1 Integrated natural resources management in the pilot sites and watersheds	Tranche 1 Year 1	Tranche 2 Year 6
	2.2 Alternative income generation	Tranche 1 Year 1	Tranche 2 Year 6
<b>3. Increased Stakeholder Capacity in Integrated NRM</b>	3.1 Mobilisation and training of stakeholders in INRM	Tranche 1 Year 1	Tranche 2 Year 6
<b>4. Enhanced Project Management, M&amp;E, and Information Dissemination</b>	4.1 Projects management structures	Tranche 1 Year 1	Tranche 2 Year 6
	4.2 Monitoring and evaluation system	Tranche 1 Year 1	Tranche 2 Year 6
	4.3 Information dissemination	Tranche 1 Year 1	Tranche 2 Year 6

**Table 3.3 Indicators of project performance**

(SEE ALSO ANNEX 2)

**Indicators of enhanced regional collaboration in the planning and implementation of NRM activities in the FDH**

- Field activities in 29 pilot sites implemented and joint policies completed under the Project’s legal and institutional framework for regional cooperation
- 20% increase of funding to regional/transboundary integrated NRM projects in the FDH

**Indicators of improved natural resources management and livelihoods in the FDH**

- 10% reduction of soil erosion and sediment loads in 29 pilots sites of about 5000 ha of land each (145 000 ha in total).
- 20% positive change in carbon stores above and below ground in ecosystems on 7000 ha of land
- 20% increase in income from NRM-based activities in target communities (10 communities and 5000 people in the area of influence of each pilot site)
- 25% reduction in the occurrence of wildfires in the project area.

**Indicators of increased stakeholder capacity in integrated natural resources management**

- Replication of successful NRM models outside of project area on at least 100 000 ha of land involving at least 100 new communities
- 29 local development plans developed and implemented by communities assisted by extension agents trained under the project

**Indicators of project management, M&E and information dissemination**

- Additional countries join the FDH-INRM Project (e.g. Nigeria and Benin)
- Sustainable mechanisms for the management of the FDH- natural resources established

The matrix for the monitoring of impact indicators of the FDH-INRM will be fine tuned during the initial months of project implementation, where the methodology for measuring proposed indicators will be defined.

**Table 3.4 Monitoring and evaluation responsibilities**

<b>UNEP</b>	<b>RPCU/IBC-AU</b>	<b>FAO</b>	<b>Project Steering Committee</b>
Monitor the agreed M&E plan in accordance with the terms of agreement with GEFSEC	Establish reporting guidelines for national focal points, and ensure that they meet reporting dates and provide reports of suitable quality	Receive half-yearly activity and progress reports, CTAs reports, and all substantive reports from countries; and use them to annually review the progress of work in the project as a whole	Receive consolidated half-yearly activity and annual progress reports, and all substantive reports, and provide policy guidance to the project on any matters arising from a reading of these reports
Receive consolidated half-yearly and annual activity, progress and financial reports and copies of all substantive reports, from FAO.	Review and comment on half-yearly and annual activity and progress reports, CTA's reports, and all substantive reports submitted by countries	Advise RPCU/IBC-AU on implementation problems that emerge, and on desirable modifications to the workplan for the succeeding year	Assist the RPCU/IBC-AU in developing linkages with other projects, thus ensuring the wider impact of project work
Task manager or deputy to attend and participate fully in general project meetings, and meetings of the PSC	Carry out a programme of regular visits to countries to supervise activities, and pay special attention to those countries with serious implementation problems	In particular, review progress and any problems in relations with stakeholders, affecting success in project impact	Provide overall guidance for the project implementation
Engage and prepare terms of reference for independent M&E consultants to conduct the mid-term reviews and final evaluation	Establish terms of reference for any scientific advisers to be engaged as consultants to advise on particular areas of expertise, and/or provide specialized training for participants. Receive and evaluate the reports of these advisers, and act on any problems noted within them	Prepare consolidated half-yearly progress reports and annual summaries for UNEP, and forward substantive and financial reports, with comment as appropriate, in a timely manner to UNEP	
Facilitate the selective review of the project by STAP and/or GEFSEC		Advise RPCU/IBC-AU on the appointment of STC members. Responsible for recruitment of external technical advisers.	
Carry out such other monitoring as is determined in collaboration with DMP CU		Monitor progress in establishing the DFH-Observatory, and advise RPCU/IBC-AU on steps to enhance this sub-component.	

**Table 3.5 Monitoring and evaluation reports**

**This refers to the 6-monthly administrative and financial reporting, with a fixed format to be respected by coordinators at the national and regional levels, i.e. from country to RPCU/IBC-AU, from RPCU/IBC-AU to FAO and from FAO to UNEP.**

<b>Report</b>	<b>Format and Content</b>	<b>Timing</b>	<b>Responsibility</b>
<b>Activity and Progress Reports</b>	<b>(Reports will use a standard format to be developed following the UNEP Progress Report model)</b>		
Document the completion of planned activities, and describe progress in relation to the annual operating plan	Person reporting and Date Activity name and accomplishments within each activity this half-year	Half-yearly	National Focal Points to RPCU/BCI-AU Coordinator and from BCI-AU to FAO for use as described in Table 3.4 (above)
Review any problems or decisions with an impact on performance	Targets for the next half-year Comment on performance on progress toward project goals, and problems/constraints		
Provide adequate substantive data on methods and outcomes for inclusion in consolidated project half-yearly and annual progress reports	Report on any unanticipated results and opportunities, and on any checks to project progress Any highlights		
<b>The Project Implementation Review (PIR) reports</b>		Yearly	UNEP Task Manager / DGEF to GEF Secretariat
<b>Consolidated Half-yearly Progress Reports</b>	<b>(Reports will use a standard format to be developed following the UNEP Progress Report model)</b>	Half-yearly, within 30 days of end of each reporting period, but not required where a Consolidated Annual Summary Report is due	Regional Coordinator for forwarding to FAO. FAO will formally submit the Project Progress Reports to UNEP. The Regional Coordinator will transmit the final version of the Progress Reports to PSC members.
Provide a summary of half-yearly reports of progress, for UNEP monitoring and transmission	<b>Summary of National Focal Points reports</b> Report on progress in each project activity, within each relevant Country and in the project as a whole Activities of CTA and FDH Observatory Summary of problems and proposed action Highlights		
<b>Consolidated Annual Summary Progress reports</b>	<b>(Reports will use a standard format to be developed following the UNEP Progress Report model)</b> <b>A consolidated summary of the half-yearly reports, with evaluation</b>	Yearly, within 45 days of end of the reporting period	Regional Coordinator for forwarding to FAO. FAO will formally submit the

each of its activities and in each output	<b>Summary of progress and of all project activities</b>		Annual Progress Reports to UNEP. The Regional Coordinator will transmit the final version of the Progress Reports to PSC members
Provides summary review and assessment of progress under each activity set out in the annual workplan, highlighting significant results and progress toward achievement of the overall work programme	<b>Description of progress under each activity and in each output</b>		
	<b>Review of delays and problems, and of action proposed to deal with these</b>		
Provides a general source of information, used in all general project reporting	<b>Review of plans for the following period, with report on progress under each heading</b>		
<b>Financial reports</b>	<b>(Standardized format to be developed compatible with UNEP form)</b>		
Details project expenses and disbursements	Disbursements and expenses in categories and format as set out by the FDH-INRM CTA, together with supporting documents	Half-yearly	All contracted institutions, to Regional Coordinator and from Regional Coordinator to FAO
<b>Summary financial and disbursement reports</b>	<b>(Standardized format)</b>		
Consolidates information on project expenses and disbursements	Disbursements and expenses by category. Requirement for coming period	Half-yearly, within 30 days of end of period	FAO for forwarding to UNEP

**Table 3.6 Principal Reports by title, number, timing and responsibility**

**This refers to the technical reporting. The Regional Coordinator, in close consultation with FAO and IBC-AU, will provide a standardized format for technical reporting as soon as possible after the commencement of the project. Any additional publication or related disseminated material must be attached to the national reports. For results dissemination and utilization, refer to Table 2 in the GEF Brief.**

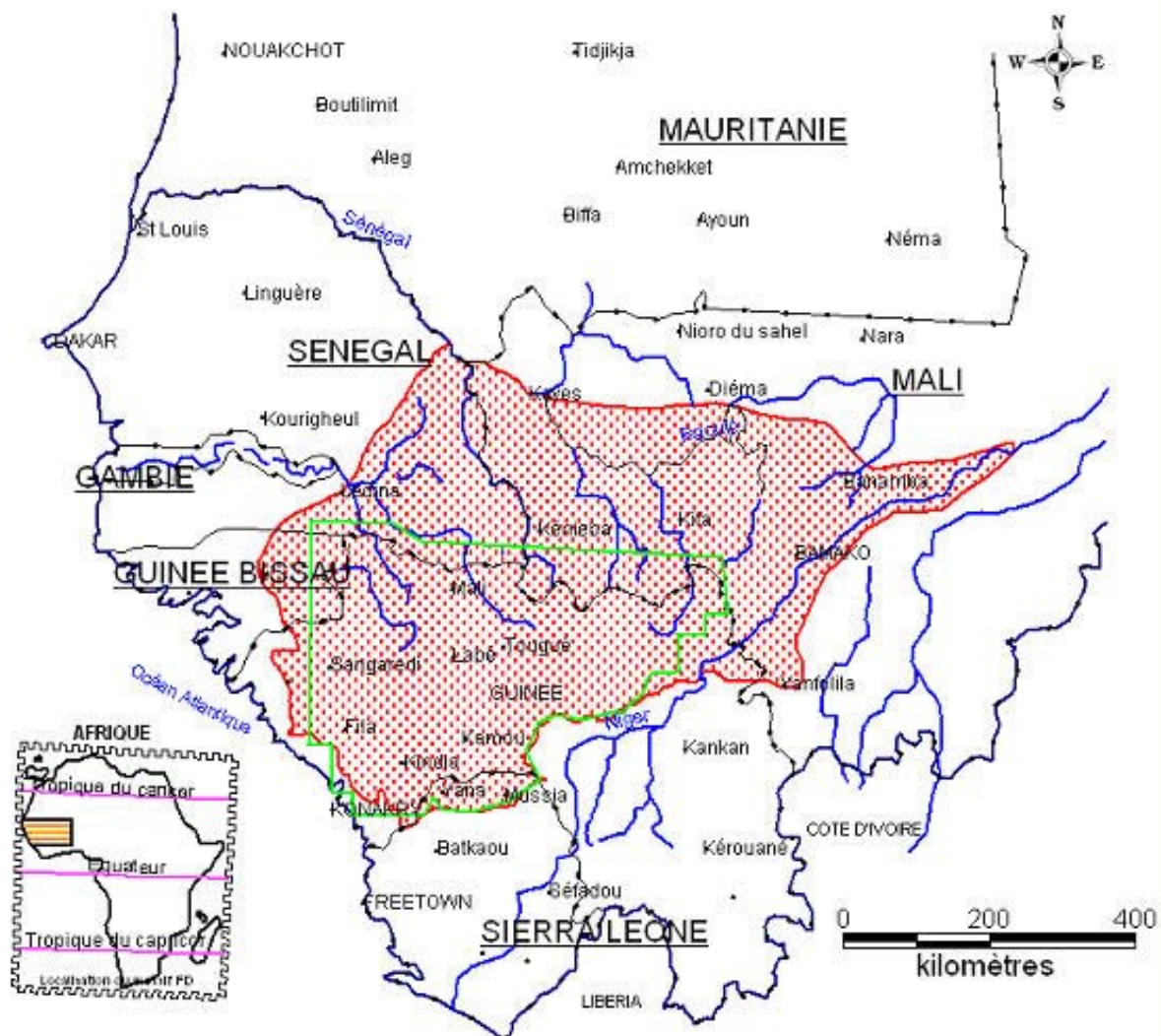
<b>Report, number and title</b>	<b>Format and Content</b>	<b>Expected date</b>	<b>Responsibility</b>
Reports on particular aspects as listed in the workplan, annex 2	Content will follow guidelines provided by the Regional Coordinator, in consultation with IBC-AU and FAO.	Periodic. Expected dates as below	NFPs to Regional Coordinator (Consolidated project-wide reports by the Regional Coordinator will follow certain reports, for forwarding to FAO, UNEP and the PSC within three months of submission by the countries)
1. NRM database	As above		As above
2. Ecosystem inventory, with review of causes of land degradation	As above		As above
3. Social analysis of demonstration site populations	As above		As above
4. Comparative information	As above		As above

on management regimes at demonstration sites with revisions to database			
5. Mid-term report on training programmes	Summary of outcomes and progress, with plans for the balance of the project period		As above
6. Technical and policy recommendations	As above		As above
7. Potential sites for replication of demonstrated INRM approaches	As above		As above
8. Final report on training programmes	Detailed statement on output of training programmes		As above
9. Final report on country reports	Summary of Country results and achievements		As above
10. Final Project report	Summary and internal evaluation of project results and achievements	Within 4 months of end of project	Regional Coordinator, PSC, FAO

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ANNEX 8: MAP OF FOUTA DJALLON MASSIF  
 FOUTA DJALLON HIGHLANDS: Integrated Natural Resources Management Project

## Map of Fouta Djallon Massif



AFRICAN UNION

الاتحاد الأفريقي



UNION AFRICAINE

UNIÃO AFRICANA

Addis Ababa, ETHIOPIA

P. O. Box 3243

Telephone: 525841

Fax: 525835

Reference: COM/REA/34/05/02.1

Date: 7 February 2005

Dr. Anna Tengberg  
Senior Programme Officer  
Land Degradation/Division of GEF  
Coordinator  
UNEP, Nairobi, Kenya

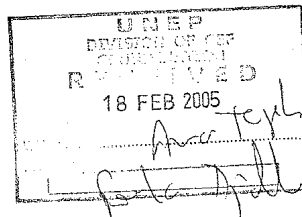
8/220

Dear Madam,

**Fouta Djallon Highlands Integrated Development Regional Programme (PRAI-MFD)**

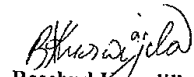
I have had, several times in the past, the opportunity to convey to you and to your Institution through the Current Chair of the Ministerial Conference of the Fouta Djallon Programme and also through the Director of the Conakry -- based African Union Coordination Office for the Programme, the gratitude of the Commission of the African Union at large as well as my personal appreciation for the invaluable assistance that you have always provided towards the Regional Programme. It is my pleasure to once again reiterate our thanks. Defining the framework of our cooperation for the coming ten (10) years in the specific case of "the Regional Project of Strategic Actions for Natural Resource Integrated Management of the Fouta Djallon Highlands" -- an offshoot of PDF B, is only one angle of this assistance. It is perfectly in consonance with the vision and core action plan of the African Union and has the full support of my Department. I am pleased to inform you in this regard that the Executive Council of the African Union meeting in Addis Ababa, Ethiopia, from 6 to 7 December 2004 has, as a gesture of support to the various stakeholders involved in the implementation of the Regional Programme, agreed in principle to African Union's contribution of an amount of US\$3,150,000.00 for a period of ten (10) years, and set aside from the Commission 2005 annual budget, the sum of US\$315,000.00 for the launch of the Project.

Furthermore, in close cooperation with the Current Chair of the Ministerial Conference, the Commission is taking appropriate steps, through information dissemination and awareness building campaigns, to ensure not only full participation in the Project by the beneficiary Member States, but also to approach the Global Mechanism of the United Nations Convention to Combat Desertification and adopt a strategy to mobilize the requisite co-financing for the Project.



Firm in my belief that the financing and implementation of this project will impact greatly on the process of combating environmental degradation and integration of the economies of West African States, I sincerely look forward to meeting you as early as possible in order for us to further concretise our shared will to forge closer cooperation and to address a number of crucial matters including the modalities for the establishment, take-off and management of the Project.

Kindly accept, dear Madam, the assurances of my highest consideration.



**Rosebud Kurwijila**  
Commissioner  
Rural Economy & Agriculture

