



GLOBAL ENVIRONMENT FACILITY  
INVESTING IN OUR PLANET

Naoko Ishii  
CEO and Chairperson

May 09, 2016

Dear Council Member:

FAO as the Implementing Agency for the project entitled: ***Gambia: Community-Based Sustainable Dryland Forest Management*** has submitted the attached proposed project document for CEO endorsement prior to final approval of the project document in accordance with FAO procedures.

The Secretariat has reviewed the project document. It is consistent with the proposal approved by Council in November 2013 and the proposed project remains consistent with the Instrument and GEF policies and procedures. The attached explanation prepared by FAO satisfactorily details how Council's comments and those of the STAP have been addressed. I am, therefore, endorsing the project document.

We have today posted the proposed project document on the GEF website at [www.TheGEF.org](http://www.TheGEF.org). If you do not have access to the Web, you may request the local field office of UNDP or the World Bank to download the document for you. Alternatively, you may request a copy of the document from the Secretariat. If you make such a request, please confirm for us your current mailing address.

Sincerely,

Naoko Ishii  
Chief Executive Officer and Chairperson

Attachment: GEFSEC Project Review Document  
Copy to: Country Operational Focal Point, GEF Agencies, STAP, Trustee



# REQUEST FOR CEO APPROVAL

PROJECT TYPE: Medium-sized Project

TYPE OF TRUST FUND: GEF Trust Fund

For more information about GEF, visit [TheGEF.org](http://TheGEF.org)

## PART I: PROJECT INFORMATION

<b>Project Title:</b> Community-based Sustainable Dryland Forest Management			
Country(ies):	The Gambia	GEF Project ID:	5406
GEF Agency(ies):	FAO	GEF Agency Project ID:	620178
Other Executing Partner(s):	Department of Forestry (DoF)	Submission Date:	19 Feb 2016
		Resubmission Date:	17 March 2016
GEF Focal Area (s):	Land Degradation (LD)	Project Duration (Months)	60
Name of Parent Program (if applicable):	N/A	Agency Fee (\$):	291,303
> For SFM/REDD+ <input type="checkbox"/> > For SGP <input type="checkbox"/>			

## A. FOCAL AREA STRATEGY FRAMEWORK

Focal Area Objectives	Expected FA Outcomes	Expected FA Outputs	Trust Fund	Grant Amount (\$)	Co-financing (\$)
LD-2	Outcome 2.2: Improved forest management in drylands	Output 2.3: Suitable SFM interventions to increase/maintain natural forest cover in dryland production landscapes	GEFTF	3,066,347	12,718,100
<b>Total project costs</b>				<b>3,066,347</b>	<b>12,718,100</b>

## B. PROJECT FRAMEWORK

**Project Objective:** To improve community based management of dryland forests in Gambia to reduce forest degradation and improve local livelihoods

Project Component	Grant Type	Expected Outcomes	Expected Outputs	Trust Fund	Grant Amount (\$)	Confirmed Co-financing (\$)
1. Strengthening policy and institutional capacity for sustainable dryland forest management	TA	<b>Outcome 1.1:</b> Institutions at national and regional level have the capacity to integrate dryland forest management into policies, sectoral planning, and practices  <i>Under LD (LD 2)</i> <i>Tracking Tool:</i> <i>Forestry Policy score moved from 4 to 5</i>	<b>Output 1.1.1:</b> Key sectors and institutional stakeholders trained on effective dryland forest management (90)  <b>Output 1.1.2:</b> National dryland forest management and rehabilitation strategy developed as a supplement to the Forest Policy 2010-2019  <b>Output 1.1.3:</b> Multi-stakeholder regional dryland forest management forums created	GEFTF	220,331	875,300
2. Community-based sustainable dryland forest	TA	<b>Outcome 2.1:</b> Community forestry legally strengthened	<b>Output 2.1.1:</b> Regional community forestry task forces created and	GEFTF	2,590,000	10,927,600

management and rehabilitation		<p><i>Institutional bottlenecks removed resulting in improved JFPM (18 agreements) and efficient and effective transfer of forest ownership to communities (at least 28 gazettes)</i></p> <p><b>Outcome 2.2:</b> About 15,000 ha of dryland forests are sustainably managed by local communities</p> <p><i>Successful application of 18 JFPM plans and 73 management plans</i></p>	<p>strengthened</p> <p><b>Output 2.1.2</b> 3251.4 ha of forests under start-up phase advanced to PCFMA stage and 4578.42 ha of forests at PCFMA stage are advanced to CFMA stage</p> <p><b>Output 2.1.3</b> 14 new management plans (1438.12 ha) developed for CFs under CFMA</p> <p><b>Output 2.1.4</b> 5,749.9 ha of forests brought under Joint Forest Park Management</p> <p><b>Output 2.2.1:</b> Community Forestry Committee and Joint Forest Park Management committee members trained in improved dryland forest management and CF procedures/processes (600 members) (trainings linked to Outputs 2.1.2, 2.1.3 &amp; 2.1.4, and the committees under them)</p> <p><b>Output 2.2.2:</b> SFM practices implemented</p> <ul style="list-style-type: none"> <li>- Forest cover increased by 5% through small scale tree planting and assisted natural regeneration</li> <li>- Site suitable agroforestry techniques implemented across 500 ha</li> <li>- Improved bushfire management techniques</li> </ul> <p><b>Output 2.2.3:</b> Controlled grazing implemented through 10 community grazing agreements in the community forests and efficiency of fuelwood use improved by introduced cooking stoves (2000 households)</p> <p><b>Output 2.2.4:</b> Community based forest enterprises strengthened (21 enterprises)</p>			
3. Project monitoring and evaluation and information		<b>Outcome 3.1:</b> Project implementation based on results based management and	<b>Output 3.1.1:</b> Project monitoring system providing systematic information on progress in	GEFTF	110,000	342,200

evaluation and information dissemination		on results based management and application of project findings and lessons learned in future operations facilitated.  <i>Project M&amp;E system designed, established and applied throughout the project and across all components, provinces and project sites</i>	Project monitoring system providing systematic information on progress in meeting project outcomes and output targets  <b>Output 3.1.2:</b> Project related 'best practices' and 'lessons learnt' published			
Subtotal					2,920,331	12,145,100
Project management Cost (PMC)				GEFTF	146,016	573,000
<b>Total project costs</b>					<b>3,066,347</b>	<b>12,718,100</b>

### C. SOURCES OF CONFIRMED CO-FINANCING FOR THE PROJECT BY SOURCE AND BY NAME (\$)

Please include letters confirming co-financing for the project with this form

Sources of Co-financing	Name of Co-financier (source)	Type of Cofinancing	Co-financing Amount (\$)
National Government	DoF (Participatory Forest Management Programme)	Grant	370,000
		In-kind	1,830,000
National Government	National Agricultural Land and Water Management Development Project	Grant	5,000,000
National Government	Food and Agricultural Sector Development Project	Grant	2,800,000
Private Sector	NACO (National Resources Consulting)	In-kind	100,000
CSO	ADWAC (Agency for the Development of Women and Children)	Grant	450,000
GEF Agency	FAO	In-kind	100,000
GEF Agency	FAO- Action Against Desertification	Grant	1,668,100
GEF Agency	FAO- Forest and Farm Facility	Grant	400,000
<b>Total Co-financing</b>			<b>12,718,100</b>

### D. TRUST FUND RESOURCES REQUESTED BY AGENCY, FOCAL AREA AND COUNTRY<sup>1</sup>

GEF Agency	Type of Trust Fund	Focal Area	Country Name/ Global	(in \$)		
				Grant Amount (a)	Agency Fee (b) <sup>2</sup>	Total c=a+b
FAO	GEFTF	Land Degradation	Gambia	3,066,347	291,303	3,357,650
<b>Total Grant Resources</b>				<b>3,066,347</b>	<b>291,303</b>	<b>3,357,650</b>

<sup>1</sup> In case of a single focal area, single country, single GEF Agency project, and single trust fund project, no need to provide information for this table. PMC amount from Table B should be included proportionately to the focal area amount in this table.

<sup>2</sup> Indicate fees related to this project.

**F. CONSULTANTS WORKING FOR TECHNICAL ASSISTANCE COMPONENTS:**

Component	Grant Amount (\$)	Co-financing (\$)	Project Total (\$)
International Consultants	117,178		117,178
National/Local Consultants	168,630		168,630

**G. DOES THE PROJECT INCLUDE A "NON-GRANT" INSTRUMENT? No**

(If non-grant instruments are used, provide in Annex D an indicative calendar of expected reflows to your Agency and to the GEF/LDCF/SCCF/NPIF Trust Fund).

**PART II: PROJECT JUSTIFICATION**

**A. DESCRIBE ANY CHANGES IN ALIGNMENT WITH THE PROJECT DESIGN OF THE ORIGINAL PIF**

**A.1 National strategies and plans** or reports and assessments under relevant conventions, if applicable, i.e. NAPAS, NBSAPs, national communications, TNAs, NCSA, NIPs, PRSPs, NPFE, Biennial Update Reports, etc.

No changes from PIF. Please refer to Section 1.5.1 of the FAO-GEF Project Document for further details.

**A.2. GEF focal area and/or fund(s) strategies, eligibility criteria and priorities.**

No changes from PIF. Please refer to Section 1.5.2 of the FAO-GEF Project Document.

**A.3 The GEF Agency's comparative advantage:**

No changes from PIF.

**A.4. The baseline project and the problem that it seeks to address:**

The baseline project and barriers that the project seeks to address have been further analyzed and detailed during the full project preparation. Please see the FAO-GEF Project Document sections *1.2.1 Threats to Global Environmental Benefits*, *1.2.2 Baseline initiatives*; and *1.2.3 Remaining barriers*.

**A.5. Incremental /Additional cost reasoning:** describe the incremental (GEF Trust Fund/NPIF) or additional (LDCF/SCCF) activities requested for GEF/LDCF/SCCF/NPIF financing and the associated global environmental benefits (GEF Trust Fund) or associated adaptation benefits (LDCF/SCCF) to be delivered by the project:

The project aims to reduce forest degradation in the northern part of the Gambia through the strengthening and expansion of community-forestry and implementation of Sustainable Forest Management (SFM) practices.

For Component 1 GEF incremental financing of USD 220,331 will be invested in: i) training programmes for building institutional capacity; ii) technical assistance for drafting of a dryland forest management strategy and revision of NFAP; iii) technical assistance for the creation of a multisectoral coordination mechanism.

Cofinancing for Component 1 comprises of national level capacity building related to multisectoral processes and management of initiatives on sustainable forest/land management and restoration, and policy advocacy and development work (specifically the renewal of the Agriculture and Natural Resources policy, ANR). The a. Participatory Forest Management Programme (PFMP) will contribute USD 200,000. The Natural Resource Consulting (NACO) will contribute in-kind USD 10,000. FAO executed the Action Against Desertification (AAD) and the Forest Farm Facility (FFF) will contribute USD 555,300 and USD 100,000 respectively. FAO Representation will contribute USD 10,000 in-kind.

The GEF incremental financing for Component 2 will be USD 2,590,000. Through this component, the project will strengthen community forestry in the Northern region of the Gambia, through facilitation of transfer of forest tenure to

local communities, provision of technical assistance and establishment of support mechanism at regional levels to identify and resolve bottlenecks in Community Forestry (CF) tenure transfer. Under this component, the project will also ensure that 15,017 ha of dryland forests are sustainably managed by the local communities, this will be achieved through community level capacity development, improved and new forest management plans, and implementation of SFM practices, and reduction of pressure on dryland forests targeted by the project.

Cofinancing for Component 2 comprises renovation and maintenance of forest stations and tree nurseries, capacity development of women producers including development of agroforestry manuals, improvement of market access and agroforestry related infrastructure (including agroforestry nurseries), development of Market Information System (MIS), on the ground implementation of Sustainable Land Management (SLM) practices in the project sites, community mobilization and promotion of energy savings cooking stoves and functional upgrading of primary producers in smallholder agro and forestry value chains. PFMP will contribute USD 1,500,000. The National Agricultural Land and Water Management Development Project (NEMA) will contribute USD 5,000,000. The Food and Agricultural Sector Development Project (FASDEP) will contribute USD 2,800,000. NACO will contribute in-kind USD 80,000. The Agency for the Development of Women and Children (ADWAC) will contribute USD 450,000. FAO executed AAD and FFF will contribute USD 777,600 and USD 280,000 respectively. FAO Representation in Gambia will contribute USD 40,000 in-kind.

GEF incremental resources of USD 110,000 will be utilized under Component 3 to ensure that; i) the project implementation is effective and efficient, and is based on result-based management principles; and ii) project findings and lessons learnt are captured and disseminated for future initiatives.

Cofinancing for Component 3 comprises activities related to gathering information for the evaluation of the results achieved by the project and dissemination of information and lessons learnt through the project. PFMP will contribute USD 100,000. NACO will contribute in-kind USD 10,000. FAO executed AAD will contribute USD 222,200. FAO Representation in Gambia will contribute USD 10,000 in-kind.

#### ***Expected global environmental and adaptation benefits***

The project will help deliver the following global environmental benefits:

- i. Reduction of forest degradation processes in the areas of project intervention, (15,000 ha). In particular, processes associated with loss of forest cover and restricting forest regeneration.
- ii. Increased area under SFM: target: 15,000 ha
- iii. Improvement in the provision of ecosystem goods and services. The introduction of SFM practices and improved management of dryland forest resources in an area of 15,000 hectares will increase productivity and sustain the livelihoods of local communities.

Please refer to Sections 1.3.2 *Project objectives, outcomes and outputs* of the FAO-GEF Project Document for a detailed description. The Project Results Framework in Annex 1 of the FAO-GEF Project Document includes GEB benefit indicators and targets at outcome level.

#### **A.6 Risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved, and measures that address these risks:**

The risks identified in the PIF remain. The mitigation measures have been further assessed and described. Please refer to Appendix 4 "Risk Matrix" of the FAO GEF Project Document for the full risk assessment.

#### **A.7. Coordination with other relevant GEF financed initiatives**

FAO and the project partners will collaborate with the implementing agencies of other programs and projects in order to identify opportunities and mechanisms to facilitate synergies with other relevant GEF projects, as well as projects supported by other donors. This collaboration will include: (i) informal communications between GEF agencies and other partners in implementing programs and projects; and (ii) exchange of information and outreach materials between projects.

In particular, the project will develop mechanisms for collaboration with the following initiatives:

1. GEF Project (UNDP) #5529, *Gambia Protected Areas Network and Community Livelihood Project*. The Department of Parks and Wildlife Management (DPWM) will primarily execute this project. The coordination will be primarily under



Component 2, in order to ensure synergies in involving communities under the Joint Forest Park Management arrangement.

2. GEF Project #5782, *Adapting Agriculture to Climate Change in the Gambia*, FAO will implement this project through the Ministry of Agriculture (MoA) and other institutional partners. The coordination will be primarily in sensitizing and improving awareness/capacities at all levels on integrated natural resource management and the multiple benefits generated, specifically on improving livelihood resilience.

## **B. ADDITIONAL INFORMATION NOT ADDRESSED AT PIF STAGE:**

### **B.1 Describe how the stakeholders will be engaged in project implementation.**

#### **B.1.1 Project implementation and management arrangements**

The FAO will be the GEF agency responsible for monitoring and providing technical backstopping during project implementation. In addition to FAO as a GEF agency, the main government institution involved in the project is the Department of Forestry (DoF). DoF will play the overall lead role in the execution of the project as well as the day-to-day monitoring. DoF will be responsible for ensuring the overall coordination of the project's implementation, as well as coordination and collaboration with partner institutions, local community organizations and other entities participating in the project. At the regional level, DoF's regional offices will play the role in coordinating field level activities and training in conjunction with the National Project Coordinator (NPC).

The Project Management structure will ensure the participation of key stakeholders during project planning, implementation and M&E through its decision-making structure: a multi-stakeholder Project Steering Committee (PSC)

The PSC will be established to guide and oversee implementation of the project. The PSC will meet at least twice a year and its specific responsibilities will be:

- a) Provide guidance to the Project Coordination Unit (PCU) to ensure project implementation is in accordance with the project document;
- b) Review and approve any proposed revisions to the project results framework and implementation arrangements;
- c) Review, amend (if appropriate) and endorse all Annual Work Plans and Budgets;
- d) Review project progress and achievement of planned results as presented in six-monthly Project Progress Reports, Project Implementation Reviews (PIRs) and Financial Reports;
- e) Ensure that co-financing support will be available on time;
- f) Advise on issues and problems arising during project implementation;
- g) Facilitate cooperation between all project partners and facilitate collaboration between the Project and other relevant programmes, projects and initiatives in the country; and
- h) Approve ToR for midterm and final evaluations

The PSC chair will be nominated by DoF in consultation with PSC members. The Committee's composition will include representation from the Office of President, DoF, National Environment Agency (NEA), FAO Gambia, Department of Agriculture (DoA), Natural Resources Consulting (NACO), NGOs/CBOs, the GEF focal points, etc. The PSC may co-opt ad hoc representatives from the other partners from related projects, other relevant government departments, private sector etc. as may be necessary. Draft ToR for this committee will be prepared in the first quarter of project implementation. The PSC will have the mandate and flexibility to establish site-specific management committees and appoint site coordinators.

For further details, please refer to Section 3.2 in the Project Document.

#### **B.1.2 Stakeholder involvement plan**

During project preparation, several consultations were held with diverse stakeholders at all levels (including local communities and CFCs). Based on the consultations, a detailed stakeholder analysis was conducted, this coupled with the feedback received in the inception and terminal workshops has helped to identify the stakeholders and the different roles they are expected to play in the project. The compilation is provided in the below table.

**Table 1. Roles and responsibilities of stakeholders**

<b>Stakeholder Institution/Entity</b>	<b>Relevant roles/responsibilities related to the project implementation</b>
Department of Forestry (DoF)	Main executing partner in the project. DoF is the custodian of forest instruments (policy, legislation, etc) and their implementation at national and local levels.
Department of Lands and Surveys(DLS)	Key government stakeholder in implementation. DLS is the custodian of the Decentralization Act 2002 (amended), endorses surveying of forests for community ownership and formal transfer.
Department of Agriculture (DoA)	Key government stakeholder in implementation. DoA is the custodian of the agricultural policy and related instruments and their implementation for agricultural production and development. Chair of the Agricultural and Natural Resources (ANR) platform at national level. At local level, will provide key inputs for activities related to agroforestry, fire management, etc.
National Environment Agency (NEA)	Key government partner in implementation. NEA is the custodian of the National Environment Management Act and its implementation. NEA serves as the secretariat of the ANR platform and will be a key liaison between the project and the ANR working group.
Department of Parks and Wildlife Management (DPWM)	Key government stakeholder in implementation. Responsible for the implementation of the Biodiversity Act (2002) and CBD targets through biodiversity conservation and protection from forest fires, deforestation, etc. DPWM is expected to play a key partnership role in on-the-ground activities related to Joint Forest Parks Management (JFPM).
Ministry of Energy (MoE)	Key government stakeholder in implementation. Especially in the context of introducing improved cooking stoves.
Ministry of Lands and Rural Administration (MoLRA)	Key government stakeholder in implementation. MoLRA is the custodian of traditional forest and lands at national and local level. Their support is essential for effective transfer of CFs to local communities.
ANR Working Group	ANR Working Group is the main multi-sectoral body at the national level to oversee the effective implementation of the ANR policy, and the working group has the mandate to provide guidance to all natural resource management activities in the country. This project's steering committee will work in close coordination with this group for smooth project operations at all levels.
Social Development Fund (SDF)	SDF was initially established under an African Development Bank funded project in 1998. SDF turned out to be very successful in supporting community-based micro-enterprises using a participatory demand-driven intervention strategy; this resulted in it turning into a Fiduciary Finance Institution and an apex national institution in the development of microfinance operations in the Gambia. Micro-enterprises targeted under this project will approach SDF for start-up microcredits.



<b>Stakeholder Institution/Entity</b>	<b>Relevant roles/responsibilities related to the project implementation</b>
Natural Resources Consulting (NACO)	NACO is will be co-financing the project as explained above and will also executing a part of the project in cooperation with DoF.
Agency for Development of Women and Children (ADWAC)	ADWAC will be co-financing the project as explained above.
Local communities, CFCs and JFPM committees	They are the main beneficiaries of the project and primary partners on the ground for the successful implementation of the project.
Local Government Authorities (LGAs)	LGAs (Regional Governors, District Heads, Village Heads, Village Development Committees, and Council of Elders) are key partners at local level for ensuring coordination and facilitation of project operations.
Local Technical Committees	Regional Technical Advisory Committees (TACs) are responsible for providing and sharing/disseminating technical and scientific information on natural resource management at regional level. Similarly, Multi-Disciplinary Facilitation Teams (MDFTs) are responsible for supporting farmers and other stakeholders (line departments) directly in taking innovations and technical knowledge to the ground level. The Regional Forestry Offices will engage with both these entities for technical extension part of the project.
Village Farmers Developed Programme Multipliers (VFDPM)	VFDPMs are peer groups at village level for continuing the transfer of knowledge/new technologies at community level (farmer to farmer), primarily in agriculture. This project envisages utilizing VFDPMs, where possible, for sustaining the local level knowledge transfer.
National Farmers Platform	The platform is a vehicle for advocacy, information sharing and lobbying for the benefit of farmers. They are a very active and strong civil society entity in the Gambia and will be a key partner at all levels of project implementation.
All Gambia Forestry Platform (AGFP)	AGFP was formed under the national forest programme implemented from 2009 to 2012. It is a multi-stakeholder platform created to mainly assist CFs in capacity strengthening. AGFP still remains integral to work with CFs at a level higher than individual or groups of CFs.
Livestock Owners Association	The association (will) play a key coordination role in the parts of the project supporting communities in establishing rangelands and cattle tracts and their regulations.
National Women Farmers Association	The association has the mandate to identify and resolve the constraints affecting women's participation and performance in agriculture and related sectors, and will play a vital role in ensuring women benefit significantly from the project's efforts.
National Bee Keepers Association (NBAG)	NBAG supports the Gambian bee-keeping industry through a market-oriented approach, and will play a key role in the enterprise development part of the part (further information under project components description).

Stakeholder Institution/Entity	Relevant roles/responsibilities related to the project implementation
Other Civil Society Organizations (CSOs) and international organizations	The project will collaborate with organizations like Concern Universal, World Wildlife Fund (WWF), United Nations Development Programme (UNDP) etc. working in the natural resource management sector both at national and local levels, to generate synergies where possible.

**B.2 Describe the socioeconomic benefits to be delivered by the Project at the national and local levels, including consideration of gender dimensions, and how these will support the achievement of global environment benefits (GEF Trust Fund/NPIF) or adaptation benefits (LDCF/SCCF):**

The socioeconomic benefits will be mainly delivered at local levels through Component 2. Households in the project sites depend heavily on forest resources for their livelihoods<sup>1</sup> (for example the socio-economic survey revealed that: 90% of the households depend on fuelwood from the forests as the main source of energy, 94% of households depend on forest plants for traditional healing and wild fruits and nuts as a source of food). The implementation of SFM in the project sites will contribute to food security and local livelihood development. Sustainable and controlled utilization of the forest resources will ensure continued availability of forest products (timber and non-timber) for personal consumption. The activities related to agroforestry development and improving forest-product value chains (through small and medium forest enterprises) will increase income generated by local communities and contribute to their livelihoods development and improved resilience to shocks and extreme events. These sustainable and tangible benefits generated will guarantee continuing sense of ownership by local communities in managing their forests sustainably, ensuring the achievement of global environment benefits.

In the project sites, at present, women are actively involved in the management and protection of forests (71% of the surveyed households). The project will build on this and ensure active participation of women in trainings, workshops and other consultations, especially through the local user groups headed by women. These user groups will also be capacity building under the activities related to agroforestry development and forest enterprise strengthening activities. Women are key change agents at the local level, their participation and sense of ownership in the project activities will contribute to uptake of best practices and ensure the achievement of global environment benefits. Activities related to the improved cooking stoves will rely heavily on women beneficiaries for successful uptake and in turn will benefit them the most, as women bear the brunt of health hazards from inhaling smoke from cooking stoves.

**B.3. Explain how cost-effectiveness is reflected in the project design:**

The project design is cost-effective because it is based upon baseline initiatives, national and local skills and infrastructure, and national and local policies. During full project preparation, a number of strategies and methodologies have been identified that are complementary and synergic among them and are cost/effective ways of removing the barriers and addressing the threats to GEBs. Kindly refer to sections 4.5. *Appropriateness of Technologies Introduced and Cost/Effectiveness* and 4.6 *Innovativeness, Replication and Scale-Up* of the FAO GEF Project Document for a full description.

**C. DESCRIBE THE BUDGETED M & E PLAN:**

The monitoring and evaluation of progress in achieving the results and objectives of the Project will be based on targets and indicators of the Project Results Framework (Appendix 1 of the FAO GEF Project Document). Project M&E activities are budgeted at USD 101,200 (see Table below) and will follow FAO and GEF policies and guidelines for monitoring and evaluation. The M&E system will also facilitate learning and replication of the project's results and lessons in relation to the integrated management of natural resources. A full description of the monitoring and evaluation activities under the project can be found in the Sections 3.5 and 3.6 of the FAO-GEF Project Document.

<sup>1</sup> A detailed socioeconomic survey was conducted during the project preparation phase.

**Table 2. Summary of main monitoring and evaluation activities**

M&E Activity	Responsible parties	Time frame/ Periodicity	Budget
Inception workshop	NPC; FAO Gambia (with support from the LTO, and FAO-GEF Coordination Unit)	Within two months of project start up	USD 5000
Project Inception report	NPC, Expert M&E and FAO Gambia with clearance by the LTO, BH and FAO-GEF Coordination Unit	Immediately after the workshop	-
Field-based impact monitoring	NPC; project partners, local organizations	Continuous	USD 10,800 (9% of the Project Coordinator's time, technical workshops to identify indicators, monitoring and evaluation workshops)
Supervision visits and rating of progress in PPRs and PIRs	NPC; FAO (FAO Gambia, LTO). FAO-GEF Coordination Unit may participate in the visits if needed.	Annual, or as needed	FAO visits will be borne by GEF agency fees  Project Coordination visits shall be borne by the project's travel budget
Project Progress Reports (PPRs)	BH with support from NPC, with stakeholder contributions and other participating institutions	Six-monthly	USD 4,200 (3.5% of the Project Coordinator's time)
Project Implementation Review (PIR)	BH (in collaboration with the PCU and the LTO) Approved and submitted to GEF by the FAO-GEF Coordination Unit	Annual	FAO staff time financed through GEF agency fees.  PCU time covered by the project budget.
Co-financing reports	BH with support from PCU and input from other co-financiers	Annual	USD 1,200 (1% the Project Coordinator's time)
Technical reports	NPC, FAO (LTO, FAO Gambia)	As needed	-
Mid-term evaluation (MTE)/review (MTR)	MTE: FAO Independent Evaluation Unit in consultation with the project team, including the FAO-GEF Coordination Unit and others  MTR: FAO Gambia, External consultant, in consultation with the project team, including the FAO-GEF Coordination Unit and others	Midway through the project implementation period	USD 30,000 by an external consultancy
Final evaluation	External consultant, FAO Independent Evaluation Unit in consultation with the project team, including the FAO-GEF Coordination Unit and others	At the end of the project	USD 45,000 by an external consultancy. FAO staff time and travel costs will be financed by GEF agency fees

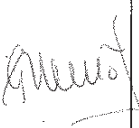
M&E Activity	Responsible parties	Time frame/ Periodicity	Budget
Terminal Report	NPC; FAO (FAO Gambia, LTO, FAO-GEF Coordination Unit, TCS Reporting Unit)	Two months prior to the end of the project.	USD 5000
<b>Total budget</b>			USD 101, 200

**PART III: APPROVAL/ENDORSEMENT BY GEF OPERATIONAL FOCAL POINT(S) AND GEF AGENCY(IES)**

**A. RECORD OF ENDORSEMENT OF GEF OPERATIONAL FOCAL POINT(S) ON BEHALF OF THE GOVERNMENT(S):**  
(Please attach the Operational Focal Point endorsement letter(s) with this form. For SGP, use this OPF endorsement letter).

NAME	POSITION	MINISTRY	DATE (MM/dd/yyyy)
Ndey Sireng Bakurin	Operational Focal Point to the GEF	NATIONAL ENVIRONMENT AGENCY	AUGUST 12, 2013

**B. GEF AGENCY(IES) CERTIFICATION**

This request has been prepared in accordance with GEF/LDCF/SCCF/NPIF policies and procedures and meets the GEF/LDCF/SCCF/NPIF criteria for CEO endorsement/approval of project.					
Agency Coordinator, Agency Name	Signature	Date (Month, day, year)	Project Contact Person	Telephone	Email Address
Gustavo Merino Director, Investment Centre Division Technical Cooperation and Programme Management. FAO Viale delle Terme di Caracalla 00153, Rome, Italy		March, 17, 2016	Madankumar Janakiraman Forestry Officer, Programme Coordination Unit, FAO Forestry Department.  Fritjof Boerstler Technical Officer, FAO GEF Coordination Unit, Investment Centre Division.	+39 06570 54464	<a href="mailto:Madankumar.Janakiraman@fao.org">Madankumar.Janakiraman@fao.org</a>          <a href="mailto:Fritjof.Boerstler@fao.org">Fritjof.Boerstler@fao.org</a>
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Investment Centre Division.					
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**ANNEX A: PROJECT RESULTS FRAMEWORK** (either copy and paste here the framework from the Agency document, or provide reference to the page in the project document where the framework could be found).

Please refer to Page no. 62 in the Project Document (Appendix 1)

**ANNEX B: RESPONSES TO PROJECT REVIEWS** (from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF).

No.	Comments from GEF Secretariat/STAP	Response
1	At CEO endorsement, please describe and measure the GEB. Please, confirm or revise the carbon calculation.	LD GEBs have been described and measured in the Project Document and the Tracking Tool.  Since this is a LD project, we have not endeavored to measure the carbon benefits in detail.  Detailed stakeholder analysis and a socioeconomic survey was conducted during project preparation.
2	The local communities are the main beneficiaries. In the PPG, please include an analysis of local communities, including traditional authorities, as well as gender issues.	Table 2 under Section 1.3.3 in the Project Document includes description of roles/responsibilities of local communities and local community based organizations/entities; this includes traditional authorities (for example: refer specifically to Local Government Authorities, National Women Farmers Association, Village Farmers Developed Programme Multipliers).
3	Local NGOs, CSOs, and the private sector (NACO) are considered in the PIF. Please develop their engagement in the CEO endorsement.	Refer to Sections 1.1.5 (under cluster profiles) and 4.1 for analysis on gender equality and gender mainstreaming. Also, refer to section B.2 above.  NACO is a co-financing (described under Section 1.2.2) and an executing partner. NACO will provide support for community mobilization, training development, manuals and management plans development as a co-financing partner and will be a key executing partner for achieving Project Outcome 2.1.
4	Please, provide a full risk analysis at CEO endorsement.	Engagement with local NGOs and CSOs has been described in Table 2 under Section 1.3.3 in the Project Document/ Table 1 under B.1.2 above.
5	Please, confirm the elements at CEO endorsement. Detail coordination arrangements with other related initiatives in the country and the region, if appropriate.	A detailed risk analysis was carried out, please refer to Appendix 4.  Co-financing partnerships have been established with majority of related initiatives in the country.
6	FAO is bringing \$800,000 in co-financing. Confirm the co-financing at CEO endorsement.	As mentioned under Section A.7 above, coordination will be established with two related GEF projects.  FAO's co-financing is now \$2,168,100. Confirmed through co-financing letters.
7	Please confirm the role of CSO, NGO, and the private sector;	Addressed (refer to Response 3 above)

No.	Comments from GEF Secretariat/STAP	Response
	<ul style="list-style-type: none"> <li>- Include an analysis of local communities, including traditional authorities;</li> <li>- Include gender issues in the project benefits.</li> <li>- Include a Monitoring and Evaluation Program.</li> <li>- Confirm the nature of GEB, and notably the carbon print.</li> <li>- Detail the implementation arrangements and the coordination with other related initiatives (FIDA, WB, AfDB, etc).</li> </ul>	<p>Addressed (refer to Response 2 above)</p> <p>Addressed (refer to Response 2 above)</p> <p>Addressed.</p> <p>Refer to response 1 above.</p> <p>Implementation arrangements are described in detail under Section 3.2 of the Project Document. For coordination arrangements, please refer to Response 5 above.</p>
STAP 8	<p>It would be useful to describe further the forest ecosystem (including tree species) in the target areas by providing data (If data is not available, it is important to add this aspect in the proposal.). Similarly, STAP recommends detailing further the socio-economic features of the targeted communities. STAP encourages FAO to provide disaggregated data by gender where available, so this information can better target the needs of women and men as forest users. Additionally, STAP suggests adding climate change data (trends or projections) on Gambia. Combined, this information can help contextualize the global environmental challenges described in the proposal, as well as strengthen the components so that climate change risks and its impacts on forest ecosystems and communities are imbedded throughout the design of the project.</p>	<p>Socioeconomic features of the communities are described under Cluster Profiles (Section 1.1.5). The description includes specific information related to gender. In addition, under Table 18 in Appendix 7, demographic data has been disaggregated by gender.</p> <p>Table 19 under Appendix 7 provides the list of tree species found in the project sites.</p> <p>No specific information was collected on climate change projections, but climate risks were analyzed, given the observations made on the ground by in-country stakeholders and NAPA. Considering this, mitigation actions have been planned. Please refer to the risk matrix under Appendix 4. Moreover as indicated in Section A 7, the project will collaborate closely with the GEF Project #5782, <i>Adapting Agriculture to Climate Change in the Gambia</i> and therefore benefit from improved weather and climate forecast information and its dissemination of it to vulnerable communities targeted.</p> <p>The project will address direct drivers of forest degradation (unsustainable and uncontrolled resource extraction and forest fires). The underlying drivers of forest degradation are increasing population pressure and lack of adequate socioeconomic/livelihood opportunities. The former is beyond anything the project can address; Component 2 of the project will address the latter to an extent. Component 2 will improve local livelihoods through agroforestry development and forest enterprise development and strengthening.</p> <p>Challenges resulting from non-forestry sector that influence the health of dryland forests arise mainly through lack of sectoral coordination and poor capacities and awareness (on the role of dryland forests in provision of ecosystem services and linkages with agricultural productively, etc.) among</p>
9	<p>In component 1, STAP notes the proposal will address "...challenges resulting from non-forestry sectors that influence dryland forests." It would be useful to define further these challenges in the full proposal by identifying comprehensively the drivers and causes of forest degradation, and how the project intends to address them).</p>	

No.	Comments from GEF Secretariat/STAP	Response
		<p>other sectors. These issues are explained under Section 1.2.3 of the Project Document. Project activities/outputs related to capacity development (specifically non-forestry sectors) and improved sectoral coordination will address these issues.</p>
10	<p>In component 2, STAP recommends for FAO to consider STAP's advisory document "The Evidence Base for Community Forest Management as a Mechanism for Supplying Global Environmental Benefits and Improving Local Welfare". The document summarizes the evidence base of the effectiveness of community forest management in generating global environmental benefits and improving livelihoods. In particular, STAP recommends for FAO to note the following key messages when developing the proposal.</p> <p>a. "There are five main threats that possibly undermine the effectiveness of community forest management (CFM). STAP recommends for the project components to describe design choices to minimize these threats, and identify indicators that allow monitoring the importance of these threats.</p>	<p><u>Limited devolution of authority and rights across and within communities, which fails to give community members incentives to manage forests sustainably;</u></p> <p><i>Devolution of authority to communities</i></p> <p>In the context of Gambia, CF tenure transfer steps are clearly defined, without any ambiguity (refer to Appendix 8 of the Project Document). It is firmly backed by legislations and national policies. When communities obtain Community Forestry Management Agreement (CFMA), the communities have the rights for exclusive and sustainable use. The only condition being the CF management plans have to be approved by the regional forest officers.</p> <p><i>Devolution of rights within communities</i></p> <p>Each CF is managed through Community Forestry Committees (CFCs), the members of the committees are chosen to represent every section of the community (incl. women), and the committee formation is transparent and is overseen by the regional forest offices. Moreover, local community members are allowed to attend CFC meetings and express their concerns at any point of time. The consultations and meetings to develop management plans (incl. resource utilization and allocation) involves, CFCs, local NGOs, regional forest office, local user groups (mainly women headed groups) and other interested members of the community. The Regional Task Forces (Output 2.1.1) would also be a mechanism for addressing any specific conflicts between or within CFs.</p>

No.	Comments from GEF Secretariat/STAP	Response
		<p><u>L</u>imited technical and institutional capacity of communities, which prevents communities from responding to incentives (institutional capacity includes ability to allocate and enforce rights):</p> <p>Output 2.2.1 will train 600 local community members, belonging to the CFCs and Joint Forest Park Management (JFPM) committees targeted by the project. The training will focus on technical aspects of SFM, CF tenure transfer procedures and management (this will include the committees' capacities to allocate and enforce resource utilization rights).</p> <p>Conflict between the production of private and public goods in which communities are most interested and public goods in which national and global stakeholders are most interested:</p> <p>Forest degradation (especially from forest fires) are almost non-existent in CFs in Gambia (refer to the evaluation of performance of CFs under Appendix 8 in the Project Document), whereas forests that are not under community control face continued degradation. Considering this, the public goods (that national and global stakeholders are interested in) can only be secured with local communities taking ownership facilitated by incentives (private goods) from sustainable forest management. Specifically, in the Gambian context, it is difficult to conceptually separate the local and national/global interests.</p> <p><u>D</u>isplacement of forest exploitation from CFM forests to other forests leakage):</p> <p>Upscaling CFM to the landscape mosaic level is one of the strategies to address this threat. Efforts have picked up at this front within Gambia, for example, this project and the co-financing FAO implemented Action Against Desertification project will coordinate and ensure synergies at the landscape level. The Regional Task Forces created would be working towards this objective as well.</p> <p><u>A</u>dverse self-selection, whereby communities already engaged in, or intending to engage in, environmentally-friendly forest management practices disproportionately participate in CFM programs:</p> <p>Specifically, the Regional CF task forces and in general, the sensitization and awareness creation activities under Outcome 2.1 will reach out beyond the sites targeted by the project and other non-project CFs. This is to influence the communities that have not already engaged or intending to engage in CFM. Moreover, in the Gambian context, CFM is a part of national discourse in the</p>



No.	Comments from GEF Secretariat/STAP	Response
	<p>b. Evidence demonstrates weak causal links between community forest management and the environmental or socio-economic impacts. STAP recommends describing in detail the pathways through which community forest management is believed to result in additional environmental, and perhaps socioeconomic, outcomes (i.e. the GEF evaluation office's "theory of change").</p> <p>c. The limited evidence base should encourage project design that contributes to the knowledge base "that is, designed in a way that demonstrate clearly the environmental and socioeconomic impacts of community forest management projects. STAP recommends applying a design whereby there is a selection of non-CFM community forests that have similar baseline (pre-CFM project) trends and characteristics to CFM community forests and to monitor a few outcome indicators at both CFM and non-CFM sites over the project period."</p> <p>These recommendations are detailed further in the STAP advisory document on community forest management, which can be downloaded from the STAP website "www.stapgef.org"</p>	<p>mainstream, encouraging all forest depend communities to partake in CFM. Considering this, this threat is minimal.</p> <p>The project site comparison with non-project site (described below) throughout the project will be documented carefully to demonstrate the causal links between CFM and environmental and socio-economic impacts. The description of pathways through which CFM results in environmental and socioeconomic outcomes will be one of the key lessons captured through the project.</p> <p>A project site- Feleng Koto has been chosen for direct comparison with a non-project site- N'joba Kunda. Feleng Koto's forests are to be demarcated for CFM shortly. N'joba Kunda is a non-CF site. Both the sites have 18 households and similar socio-economic and ecological characteristics. The socioeconomic survey conducted included all the households in both the villages ensuring direct comparison at the end of the project.</p>
11	<p>Under global environmental benefits and incremental reasoning, STAP recommends defining the methodology that will be used to estimate and monitor carbon stock changes from forests. Currently, this information is not included in the proposal, and it is relevant for monitoring the project's global environmental outcomes. Several methodologies are available including FAO's EX-ACT, and the UNEP/GEF carbon benefits project methodology.</p> <p>Additionally, if the proposal aims to contribute to additional global environmental benefits besides carbon, STAP recommends identifying indicators for these benefits. If carbon is the only intended global environmental benefit arising from sustainable forest management/sustainable land management activities, STAP suggests clarifying this in the full proposal. Currently, this aspect is not clear in the proposal.</p>	<p>Since this is a LD project, during the project preparation, detailed carbon calculations were not carried out.</p> <p>LD GEBs are described in the Project Document and the LD Tracking Tool.</p>

No.	Comments from GEF Secretariat/STAP	Response
12	<p>STAP would like to bring to the attention of the project proponents an initiative in which indigenous landowners are earning carbon credits through early dry season burning of savannas, in Australia. The initiative is described here: <a href="http://www.nailsma.org.au/hub/programs/carbon-project">http://www.nailsma.org.au/hub/programs/carbon-project</a></p> <p>There may be potential to market carbon credits in a similar manner, though this would require acceptance of the concept and the methodology by a scheme to which Gambia has access. The carbon accountings approach may be useful to this project: <a href="http://www.climatechange.gov.au/reducing-carbon/carbon-farming-initiative/methodologies/methodology-determinations/savanna-burning">http://www.climatechange.gov.au/reducing-carbon/carbon-farming-initiative/methodologies/methodology-determinations/savanna-burning</a></p>	<p>This idea was brought up during consultations with the in-country stakeholders, including the project proponents. They are not considering this approach this, at this point due to other priorities.</p>

**ANNEX C: STATUS OF IMPLEMENTATION OF PROJECT PREPARATION ACTIVITIES AND THE USE OF FUNDS<sup>2</sup>**

A. DESCRIBE FINDINGS THAT MIGHT AFFECT THE PROJECT DESIGN OR ANY CONCERNS ON PROJECT IMPLEMENTATION, IF ANY:

NA

B. PROVIDE DETAILED FUNDING AMOUNT OF THE PPG ACTIVITIES FINANCING STATUS IN THE TABLE BELOW:

PPG Grant Approved at PIF: US\$ 130,000			
<i>Project Preparation Activities Implemented</i>	<i>GEF Amount (\$)</i>		
	<i>Budgeted Amount</i>	<i>Amount Spent To Date/Committed</i>	<i>Balance</i>
Professional salaries	7,359	7,301	58
Consultants	52,200	41,784	10,416
Travel	57,441	26,205	31,236
Workshops	13,000	7,730	5,270
<b>Total</b>	<b>130,000</b>	<b>83,020</b>	<b>46,980</b>

<sup>2</sup> If at CEO Endorsement, the PPG activities have not been completed and there is a balance of unspent fund, Agencies can continue undertake the activities up to one year of project start. No later than one year from start of project implementation, Agencies should report this table to the GEF Secretariat on the completion of PPG activities and the amount spent for the activities.

**ANNEX D: CALENDAR OF EXPECTED REFLOWS (if non-grant instrument is used)**

Provide a calendar of expected reflows to the GEF/LDCF/SCCF/NPIF Trust Fund or to your Agency (and/or revolving fund that will be set up)

NA







# FAO/GLOBAL ENVIRONMENT FACILITY

## PROJECT DOCUMENT



<b>PROJECT TITLE: Community-based Sustainable Dryland Forest Management</b>	
<b>PROJECT CODE: GCP /GAM/031/GFF</b>	
<b>COUNTRY: THE GAMBIA</b>	
<b>FINANCING PARTNER: GEF Trust Fund</b>	
<b>FAO Project ID: 620178</b>	<b>GEF Project ID: 5406</b>
<b>EXECUTING PARTNERS: DEPARTMENT OF FORESTRY</b>	
<b>Expected EOD (Starting Date): JUNE 2016</b>	
<b>Expected NTE (End Date): MAY 2021</b>	
<b>CONTRIBUTION TO FAO's STRATEGIC FRAMEWORK:</b>	<b>a. Strategic Objective/Organizational Result:</b> Strategic Objective 2 (SO2) <b>b. Regional Result/Priority Areas:</b> Sustainable management of natural resources <b>c. Country Programming Framework Outcome:</b> 3.1
<b>GEF/LDCF/SCCF Focal Area: Land Degradation</b>	
<b>GEF/LDCF/SCCF strategic objectives: LD-2</b>	
<b>Environmental Impact Assessment Category (insert v): A B C v</b>	
<b>Financing Plan: GEF/LDCF/SCCF allocation:</b>  <div style="text-align: right; margin-right: 20px;"> <u>Cofinancing</u>            Government            Agency for the Development of Women and Children (ADWAC)            National Resources Consulting (NACO)            FAO         </div> <div style="text-align: right; margin-right: 20px;"> <b>Sub-total cofinancing:</b>  <b>Total Budget:</b> </div>	<u>USD 3 066 347</u>  USD 10,000,000 USD 450,000 USD 100,000 USD 2,168,100  <b>USD 12,718,100</b> <b>USD 15,784,447</b>

## Executive Summary

The Gambia has forest cover of 480,000 hectares (about 44% of the total land area), but nearly 70% of these forests are degraded. Desertification and land degradation are major environmental issues faced by The Gambia. This is highly pronounced in the regions north of the Gambia River. Dryland forests in the country play a pivotal role in halting desertification. Though the forest sector in the Gambia is reported to contribute to about only 1.2% of the national Gross Domestic Product (GDP), from a socio-economic perspective, it holds great significance to rural livelihoods. Dryland forest ecosystems provide supporting services (e.g. soil formation and conservation), regulating services (e.g. water and climate regulation), and provisioning services (e.g. food, fuelwood, medicines). The regulating and supporting services are significant in a larger context, agricultural and livestock production account for nearly 30% of GDP and employ more than 70% of the labour force. Strong and healthy ecosystem services are important for continued progress in sustainable agricultural and livestock production in the country.

The underlying driver for degradation of dryland forests is the increasing population pressure and the resulting direct causes are; i) unsustainable and uncontrolled resource extraction and ii) Forest fires, caused by underlying drivers like increasing population pressure and lack of adequate socioeconomic/livelihood opportunities. There have been several initiatives/programmes implemented in the country to address the continued degradation of forests, in spite of these efforts, there are certain barriers that prevent addressing the issue effectively. These barriers are; i) inadequate framework and guidance for effective dryland forest management, ii) Limited institutional capacities and inadequate technical assistance to local communities and iii) Limited market-oriented development of small scale forest enterprises.

The project will address these barriers through the below components, with the specific objective to reduce forest degradation in the northern part of the Gambia;

1. Strengthening policy and institutional capacity for sustainable dryland forest management
2. Community-based sustainable dryland forest management and rehabilitation
3. Project monitoring and evaluation and information dissemination

Expected outcomes include the following:

- Institutions at national and regional level have the capacity to integrate dryland forest management into policies, sectoral planning, and practices (Under Land Degradation (LD 2) Tracking Tool Forestry Policy score moved from 4 to 5)
- Community forestry legal ownership strengthened [Institutional bottlenecks removed resulting in improved Joint Forest Park Management (JFPM) (18 agreements) and efficient and effective transfer of forest ownership to communities (at least 28 gazettes)]
- About 15,000 ha of dryland forests are sustainably managed by local communities (Successful application of 18 JFPM plans and 73 management plans)

The project will be implemented in the areas north of the Gambia River, namely, North Bank Region, Central River Region (North), Upper River Region (North) and Lower River Region. A total of 82 communities will benefit from the intervention.

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## Acronyms

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ADWAC	Agency for the Development of Women and Children
AGFP	All Gambia Forestry Platform
ANR	Agricultural and Natural Resources
AWP/B	Annual Work Plan and Budget
BH	Budget Holder
CBO	Community Based Organizations
CF	Community Forest
CFC	Community Forestry Committees
CFMA	Community Forestry Management Agreement
CPF	Collaborative Partnership on Forests
CSOs	Civil Society Organizations
CRR	Central River Region
DoA	Department of Agriculture
DoF	Department of Forestry
DLS	Department of Land and Survey
DPWM	Department of Parks and Wildlife Management
EDP	Enterprise Development Plans
EIA	Environmental Impact Assessment
EU	European Union
FASDEP	Food and Agricultural Sector Development Project
FE	Final Evaluation
FFF	Forest and Farm Facility
FLO	Funding Liaison Officer
FPMIS	Field Programme Management Information System
FRA	Forest Resources Assessment
GCP	Government Cooperation Agreement
GDP	Gross Domestic Product
GEAP	Gambia Environmental Action Plan
GFMC	Gambian Forest Management Concept
GGWSSI	Great Green Wall for the Sahara and the Sahel Initiative
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit/German Agency for International Cooperation
GPPA	Gambia Public Procurement Authority
IIED	International Institute for Environment and Development
IUCN	International Union for the Conservation of Nature
JFPM	Joint Forest Park Management
LGAs	Local Government Authorities
LoA	Letter of Agreement
LRR	Lower River Region
LTO	Lead Technical Officer
M&E	Monitoring and Evaluation
MIS	Market Information System
MDFT	Multi-Disciplinary Facilitation Team
MoE	Ministry of Energy
MoLRA	Ministry of Lands and Rural Administration
MTR	Mid Term Review
NACO	National Resources Consulting



NAP	National Action Programme
NAPA	National Adaptation Programme of Action
NBAG	National Bee Keepers Association
NBR	North Bank Region
NBSAP	National Biodiversity Strategic and Action Plan
NEA	National Environment Agency
NEMA	National Agricultural Land and Water Management Development Project
NFA	National Forest Assessment
NFAP	National Forestry Action Plan
NFGP	National Farmers Platform of the Gambia
NFF	National Forest Fund
NGO	Non Governmental Organization
NPC	National Project Coordinator
NPFD	National Portfolio Formulation Document
NPFE	National Portfolio Formulation Exercise
NWFP	Non Wood Forest Product
RBM	Results Based Management
PA	Protected Areas
PCFMA	Preliminary Community Forest Management Agreement
PCU	Project Coordination Unit
PFMP	Participatory Forest Management Programme
PIR	Project Implementation Review
PLA	Participatory Learning Appraisal
PPR	Project Progress Reports
PSC	Project Steering Committee
PT	Project Team
PTF	Project Task Force
SDF	Social Development Fund
SFM	Sustainable Forest Management
SPA	Strategy for Poverty Alleviation
TACs	Technical Advisory Committees
TANGO	The Association of Non-Governmental Organizations in the Gambia
UNDP	United Nations Development Programme
VDC	Village Development Committee
WWF	World Wildlife Fund

## SECTION 1 – PROJECT RATIONALE

### 1.1 PROJECT CONTEXT

#### 1.1.1 Forests in Gambia

The Gambia has forest cover of 480,000 hectares (about 44% of the total land area), but nearly 70% of these forests are degraded. The country has primary forests<sup>1</sup> of 800 hectares, other naturally regenerated forests<sup>2</sup> of 477,800 hectares and planted forests of 1400 hectares (Forest Resources Assessment 2010). The major part of the country belongs to the Sudano-Sahelian agro-ecological zone with a pronounced dry season from October to May; the natural vegetation zone is woodland savannah.

The ten most common trees species in the country are *Terminalia macroptera*, *Daniella oliveiri*, *Combretum glutinosum*, *Khaya senegalensis*, *Parkia biglobosa*, *Elaeis Guinness*, *Combretum nigrans*, *Pterocarpus erinaceus* and *Cordyla Africana*. Other key species- in terms of timber and Non wood Forest Products (NWFP) extraction- are *Moringa oleifera*, *Detarium senegalensis*, *Elasis guinersis*, *Parinari excelsa*, *Borassus aeithiopum*, *Vitex grandiflora*, *Zizipus mauritana* and *Saba senegalensis*.

#### 1.1.2 Role of dryland forests in the country's economy and rural livelihoods

Desertification and land degradation are major environmental issues faced by The Gambia. This is highly pronounced in the regions north of the Gambia River. Dryland forests in the country play a pivotal role in halting desertification. Though the forest sector in the Gambia is reported to contribute to about only 1.2% of the national GDP, from a socio-economic perspective, it holds great significance to rural livelihoods. Dryland forest ecosystems provide supporting services (e.g. soil formation and conservation), regulating services (e.g. water and climate regulation), and provisioning services (e.g. food, fuelwood, medicines). Specifically, the provisioning services play a direct role in sustaining rural livelihoods, for example, *Spondias mombin* and *Zizipus Mauritania* are used for food and medicine, *Vitex grandiflora* is used for food and timber, *Terminalia macroptera*, *Combretum spp.* and *Gueira senegallensis* are used as firewood while the leaves of *Pterocarpus erinaceus*, *Bombax costatum*, *Faidherbia albida*, *Parkia biglobosa* and *Khaya senegalensis* are used as fodder for animals. The regulating and supporting services are significant in a larger context, agricultural and livestock production account for nearly 30% of GDP and employ more than 70% of the labour force. Strong and healthy ecosystem services are important for continued progress in sustainable agricultural and livestock production in the country (especially taking into account the country's vision 2016- attaining self-sufficiency in rice production).

#### 1.1.3 Existing policy framework for forest management and conservation in the Gambia

The National Forest Policy (2010-2019), this is currently the central policy instrument for forest management in the Gambia. The policy has the following objectives;

- Strengthening the institutional capacity of the Department of Forestry (DoF) and Non-State Actors involved in the management and implementation of natural resource programmes;

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<sup>1</sup> Naturally regenerated forest of native species, where there are no clear visible indications of human activities and the ecological processes are not significantly disturbed.

<sup>2</sup> Naturally regenerated forest where there are clearly visible indications of human activities.

- Integration of DoF into the medium and long-term national development framework;
- Ensuring that DoF creates multiplier effects on forest resource management and the domestic economy in general;
- Technology transfer to decentralized structures and development of indigenous technology in forest resource management; and
- Promoting efficient and unified systems for forest resource management.

The policy won silver in the 2011 Future Policy Awards as one of the world's most inspiring and innovative forest policies. The policy is the first in Africa to prioritize providing local communities with secure and permanent forest ownership rights. ***The policy was assessed as part of the project preparation process; this will be covered in detail in the subsequent sections.***

The Forest Act 1998 provides for the maintenance and development of the forest resources in the Gambia. It clearly categorizes the forests in Gambia (explained below), and defines forestry administration under different regimes, and avenues for the National Forest Policy review and revision. It also, importantly, defines the steps to be undertaken by local communities to take over forests and obtain formal tenure, and subsequently manage the forests and secure benefits. The Act is being reviewed currently to ensure stronger and updated legislative support to the implementation of Forest Policy (2010-2019). The National Forest Fund (NFF) exists under the Act, mandating the Forestry Department to retain 50 per cent of all revenues generated in any fiscal year for the financing of forest management operations in addition to government budgetary allocations. The purpose of the National Forest Fund is to promote the protection, the development and the sustainable use of forest resources and, to promote community forestry in The Gambia. The Fund is kept in a separate account with the Accountant General, Ministry of Finance and is administered by the Director of Forestry and the Permanent Secretary of the Ministry responsible for Forestry. The Director of Forestry according to Sect. 33 (1) of the Forest Act 1998 may establish a National Forestry Fund Committee to annually review the proposed estimates of the income and expenditure before its submission to the Minister responsible for Finance. The National Forestry Committee according to the 1998 Act and the Forest Bill 2010 shall constitute representatives from the following institutions:

- Ministry responsible for finance;
- Ministry responsible for forests;
- Ministry responsible for local governments;
- Local authorities;
- Forest committees;
- Non-governmental organizations; and
- Any other organizations the Director may think fit to participate.

Current there is a national forestry committee composed by 8 institutions (Ministry of Environment (Chair), Office of the President, Department of Forestry, Ministry of Finance, Gambia Public Procurement Authority (GPPA), The Association of Non-Governmental Organizations in the Gambia TANGO, All Gambia Forestry Platform and Ministry of Local Regional Governments and Lands). The identified funding sources for the NFF are:

- Proceeds of the sale of timber and forest produce extracted from forest parks;

- All proceeds of the contribution (15%) of community forestry committees as specified in section 36 of the Forest Act 1998;
- Fifty percent (50%) of all fees and royalties received under the Forest Act 1998;
- Monies earned by any project financed from the Fund;
- Subvention from Government; and
- Grants, donations and endowments that may be received from sources within and outside the Gambia.

The Gambian Forest Management Concept (GFMC), 2<sup>nd</sup> version compiled in 2001, was developed through the Gambian-German Forestry Project; it builds on forestry experiences in the Gambia since 1980. The concept, at the time of compilation, aimed to describe approaches to reach targets set in the Forest Policy (1995-2005) document. There are certain key elements in the concept which are still relevant in the present context. This specifically refers to the high priority given to the participation of local communities in the protection and management of forest resources. And the participation incentivised through economic benefits from activities carried out in and around the forests.

The Agricultural and Natural Resources Policy (ANR, 2009-2015), is part of the Government's commitment to transforming agriculture into a robust, market-oriented sector that is sustainable and contributes to poverty reduction and economic growth. One of the key strategic objectives is 'Sustainable and effective management of natural resources'. The policy is the overarching guidance for natural resource management in the Gambia. A national level platform has also been established to implement the policy employing a multi-sectoral approach and ensuring synergy and coordination between all natural resources related projects. The new ANR policy will be developed through co-financing contributions.

The National Action Programme (NAP) to combat desertification seeks to prevent and mitigate land degradation and its impacts through systems and practices of sustainable land management that protects and maintains the economic, ecological and social values of the Gambia. The NAP identifies key desertification control priorities under the forestry sector, this includes the following; (a) reduce forest fires through sensitization and strengthening the capacity of CBOs, establishment of fire breaks, and provision of firefighting equipment (b) introduce sustainable forest management practices by involving and empowering local communities and the private sector and (c) promote on-farm tree planting/agroforestry

The National Adaptation Programme of Action (NAPA) prioritizes a list of activities/initiatives, and this includes expansion of community participation in the management of forests and protected areas (PAs) and expansion and intensification of agroforestry and reforestation activities.

The National Biodiversity Strategy and Action Plan (NBSAP) provides a framework for setting priorities for the conservation and sustainable use of biodiversity in the Gambia with specific operational objectives and guiding principles, and this includes (a) protection and sustainable use of biodiversity outside protected areas (PAs) (b) community participation and informed stakeholder involvement and (c) adopting an integrated approach for conservation.

#### **1.1.4 Forest ownership and management in the Gambia**

The forest tenure types in the Gambia, as per the Forest Act 1998, are as follows;

- *Forest parks*: Forest parks are managed exclusively by DoF for forest production, demonstration of forest management techniques, training of forestry staff and local communities, applied research and conservation (through management plans prepared for at least 10 years). They are State forests gazetted to secure permanent forest cover. At present there are 66 forest parks in the Gambia, amount to about 34,027 ha of forest area.
- *Community forests*: Community forests are owned and managed by the designated communities. Any forest committee representing a community or group of communities may seek to obtain ownership rights over forests located on its customary lands. The procedures for obtaining community ownership, evolution of community forestry in the Gambia and the status and performance of community forests are described under **Appendix 8**. Currently, 31,682.32 hectares are under community control.
- *Joint forest park management (JFPM)*: Communities living on the periphery of forest parks work together with DoF in managing the parks. For their contribution, the communities involved, obtain shares of all the benefits from these forests. The management of forest parks is based on simplified management plans, which are jointly developed and implemented. Co-management objectives, terms and conditions for each forest park are specified in a formal agreement signed by DoF and the community concerned. Currently 17, 627 ha of forests are managed under this regime.
- *Private forests and plantations*: These are the forests and plantations that are privately owned and/or leased in accordance with the relevant land legislation, and their management is subject to the conditions specified in the relevant sections of the Forest Act. Private forests and plantations make up only 0.04 % of the total forest area.
- *Forest reserves*: Forest reserves are all the State forests outside the boundaries of forest parks, joint forest parks, community forests and private natural forests or plantations. There are very limited management systems for forest reserves; utilization is controlled through permits and licenses.
- *Nature reserves*: Strictly Protected areas mainly for conservation purposes and are under the management of the Department of Park and Wildlife Management.
- *Protected Areas*: Geographically defined areas which are designated, regulated and managed to achieve specific conservation objectives also under the Department of Parks and Wildlife management.

#### **1.1.5 Project sites**

The project will cover mainly the areas north of the Gambia River, namely, North Bank Region, Central River Region (North), Upper River Region (North) and Lower River Region<sup>34</sup>. Specific project sites in the regions were chosen through extensive stakeholder consultations

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<sup>3</sup>Though the Lower River Region is south of the Gambia River, it was included in the project as it has a very similar ecological and socioeconomic characteristics and vulnerabilities as the targeted regions in the north. The region and the sites within also fulfil almost all the selection criteria.

<sup>4</sup> Regions and regional level in this project's context and this document refer to the administrative regions within the Gambia

and assessments carried out by the DoF through its regional officers. A detailed list of criteria was developed and utilized for the site selection as described in the following.

List of criteria for site selection

*Vulnerability to desertification:* The northern part of The Gambia River has been under growing threat of desertification as a result of continued deforestation and forest degradation due to anthropogenic factors exacerbated by climatic factors. The North Bank Region (NBR) for example has the lowest forest area (13%) in the whole country (NFA, 2009). Located at the footsteps of the Sahara desert, which is gradually advancing towards the south, this region experiences high climate variability mainly characterized by low rainfall and increased evapotranspiration. With ever increasing human and livestock population, the forest resources of the north have been under a lot of pressure. It is a national priority to ensure sustainable management and utilization of the scarce resources in these dryland areas for improved rural livelihoods.

*Inadequate support for forestry activities:* The rapid rate of forest degradation set in motion by the droughts of the 1970s had forced the government of the Gambia to request for technical support from the Federal Republic of Germany in the early eighties to sustainably manage its forest resources. Even though a forest resource inventory was carried out at national level, pilot natural forest management models were only concentrated in the southern part of the country. The community forestry concept which was introduced in the early 1990s was also implemented initially in the western part of The Gambia before gradually expanding to other parts of the country. North Bank Region in particular had no forestry project and therefore received barely any support for its forestry activities. All the forestry projects that were implemented and that promoted participatory forest management targeted mainly the southern bank of The Gambia River with sparing intervention in the areas north of the Gambia River. As a region quite vulnerable to desertification and climate change it is important that sustainable forest management activities are supported and community forestry management promoted and expanded to protect the remaining forest resources.

*Potential for promotion of agroforestry practices:* The areas north of the region have high potential for the promotion of agroforestry practices. The region is highly involved in agriculture with large farms and rangelands almost devoid of trees. Many Non Governmental Organizations (NGOs) are already established in the region and actively promoting the development of woodlots and agroforestry practices. The region has well established agricultural training centers which train farmers and other stakeholders in good agricultural practices including agroforestry. Therefore the potential for further promotion and expansion of agroforestry practices exist.

*Frequency and magnitude of bushfires:* Uncontrolled fires regularly cause serious destruction on agricultural and forest lands especially given the prolonged periods of drought in the country. This inhibits the regeneration capacity of ecosystems already strained by the effects of intense human utilization and climate change; they moreover destroy valuable resources from fields and forests which are imperative in securing livelihoods of the rural population. In the absence of any intervention to stop large-scale forest fires, they can become a serious threat to rural communities themselves. Fires are major problems in the northern part of



The Gambia and in Lower River Region where large tracts of forest come under fire once or twice every year causing heavy damage to timber resources as well as non-timber forest products which can form an important source of income for rural communities (Camara, 2011).

*Prevalence of trans-boundary grazing:* There is high prevalence of trans-boundary grazing in the northern part of the Gambia given its proximity to the settlements in the neighbouring Senegal. Thousands of ruminants and other livestock cross over the border during the dry season to graze in the north. As most of these animals browse on the regenerating vegetation and the livestock owners generally lop branches of the trees for animal feed, there is a need to put in grazing control mechanisms to reduce the pressure as well as avoid over exploitation of the forest resources.

*Existence of backlog of un-finalized community forest management agreements:* Despite the relative expansion of community forestry in the Central River North and Upper River North, there remain huge potential areas for community forestry in the regions. It is imperative to continue and sustain the approach to bring more forest area under management before it is too late to save the forests. In the Lower River Region, there remain significant areas of natural forests, in particular in the remote western part. The fear is that unless something is done fairly soon, forest degradation may reach an advanced stage in the area and thus wiping the potential for community forestry development. Consolidation of already existing community forestry areas in the proposed project sites are needed to reach a point where the communities are adequately capable of managing their forests under sustainable basis. It is essential to build the capacities of the local stakeholders. Considering the severity of forest resource degradation in the target regions, it is important that community forestry is implemented on a large scale to remedy the situation. As it would be difficult for DoF alone to manage the forest resources, throughout the country, given the limitations of the department's human and materials resources.

The Lower River Region and Central River Region – North are two areas which already have significant numbers of communities participating in the community forestry programme initiated and supported by the past German forestry projects. However, there exist backlogs of management agreements to be finalized before any legal transfer of the forest resources can be carried out. This delay in the transfer of tenure is causing a lot of frustration and demotivation amongst the participating communities. In order to guarantee the sustainable management of these forests and the continuation of the community forestry programme in these areas there is urgent need to finalize the management agreements and designate these forests as community forests. Moreover, in these areas, due to inadequate technical support most of the community forests' management plans have become expired and remained outdated. There also exists in the regions, functional community-based forest enterprises which were developed to improve the livelihood of the communities while at the same time ensure environmental protection. These enterprises have been encountering some challenges in terms of capacity development of the interest group members in the areas of enterprise management, value addition, marketing and resource mobilization. To ensure the sustainability of these enterprises and therefore help alleviate poverty, the communities involved require further technical support.

### List of project sites

The project sites have been clustered together (into five clusters: Lower River Region- Kiang, Lower River Region- Jarra, Central River Region North, Upper River Region and North Bank Region) geographically to facilitate the easier management of project implementation by the regional forestry officers/offices of the DoF, and to generate impacts at landscape level. Please refer to the map in Appendix 7 for the location of the sites and the clusters, and the biophysical baseline in the form of KML file (Collect Earth assessment). The project will target villages at different stages of community forestry (start-up, Preliminary Community Forestry Management Agreement- PCFMA, Community Forestry Management Agreement- CFMA) and also the parks (under JFPM) in the proximity of the villages targeted by the project. Appendix 7 provides the list of villages, and the parks, to be targeted by the project. The compilation table in the Appendix also provides the number of management plans, joint park management agreements and enterprise development plans (EDPs) to be prepared by the project.

*It should be noted here that the village of Feleng Koto is the project site chosen for direct comparison with N'joba Kunda, in the Lower River Region. Both the villages have no CFs (not demarcated), and have 18 households with similar socio-economic and ecological characteristics (include forest quality and cover). The baseline socioeconomic survey<sup>5</sup> conducted during the PPG phase included all the households in both the villages ensuring direct comparison at the end of the project.*

### Cluster profiles

The table 18 in Appendix 7 provides a detailed overview on the demographic data of the villages covered by the project. The table also shows the overall households and population (disaggregated by gender) in the targeted villages.

The baseline survey revealed that 92% of the households are headed by males. More than 54% of the households are of a large size (more than 10 members). The main sources of livelihoods in the project clusters are rain-fed agriculture for staple crop production (upland rice, early and late millet, groundnuts, cassava, maize, beans and fonio), livestock rearing (cattle, sheep, goats, horses and donkeys), fishing and vegetable gardening (pepper, eggplants, carrots, lettuce, onions, sorrel and tomatoes). In communities living close to the River Gambia, fishing is practised for both household consumption and sale, with the use of small boats, fishing rods and nets. Though vegetable gardening is a secondary source of livelihood, almost all households engage in it, as it contributes to a balanced diet, generates income, and is a non-stop activity, practised throughout the year.

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<sup>5</sup> A detailed socioeconomic baseline survey was conducted during the project preparation period. About 7.5% of the total number of households in the project clusters was sampled. The sample size was calculated to be more than representative with 95% interval of confidence and 5% margin of error. Sample households in each village were selected randomly and proportionately to the number of households in the village and the total number of households in each cluster.

The project clusters consist of different land cover namely: Closed Savannah, Open Savannah, Closed Woodland and Open Woodland forests. Cluster level tree species information is provided in Table 19 in Appendix 7.

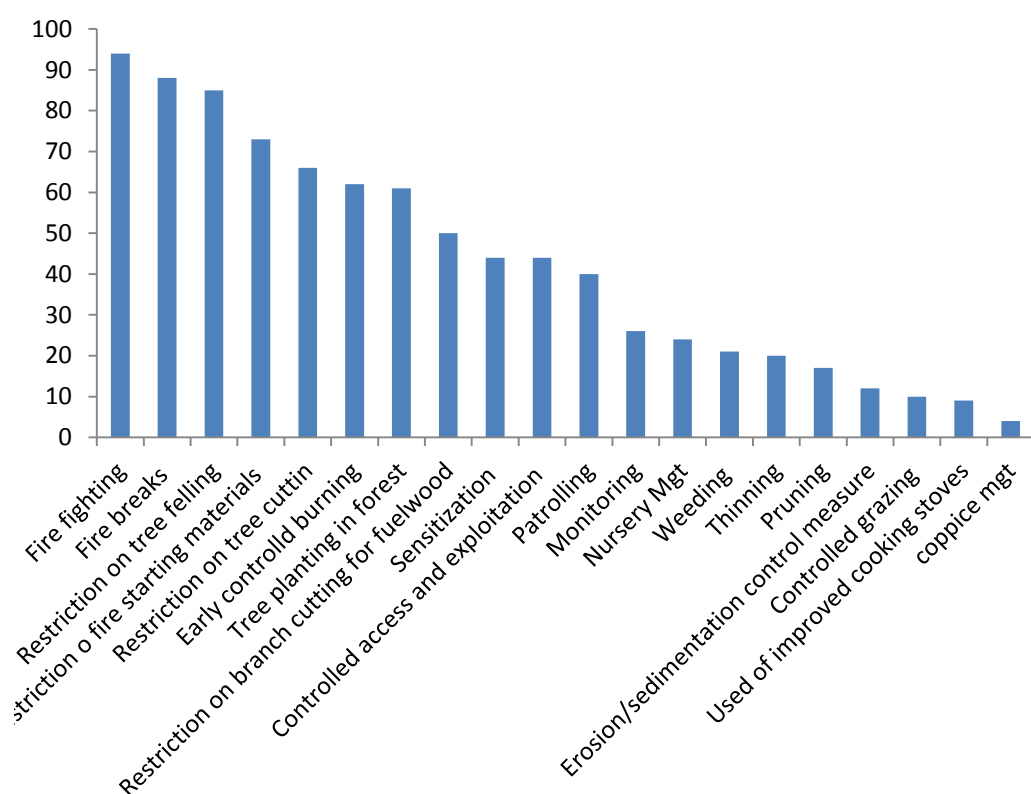
Households in the project clusters depend a great deal on forest resources for their livelihoods. Fuelwood for cooking is harvested from forests and is essentially the only source of energy available. Some community members also fetch and sell bundles of fuelwood. Besides household energy needs, forests provide wood for fencing household compounds and home gardens as well as construction and roofing material. Palms are widely used for roof covers of traditional houses and for handcrafting beds, seats, baskets, and etc. Traditional medicine is the source of primary health care for many households. Various parts of forest plants are used for traditional healing: leaves, fruits, outer and inner bark and roots. The survey revealed that more than 90% of households depend on traditional medicine. The below table shows the percentage of households extracting non-food products from the forests in the cluster.

**Table 1: Percentage of households in the clusters extracting different types of non-food products from forests**

Product	LRR- Kiang	LRR- Jarra	CRR-N	URR	NBR
Fuel wood	84	96	89	85	96
Medicinal plants	91	100	93	82	98
Timber	47	25	37	36	32
Construction material	89	93	89	85	93
Artisanal material	34	25	30	52	29
Ropes	83	91	83	82	89
Fodder	78	67	59	58	58
Dye	36	18	6	9	94
Soap	8	0	6	6	2
Fibres	10	0	31	46	17
Organic fertilizers	10	0	23	15	5

Wild fruits, nuts and wild honey are collected from forests for self-consumption, and in a few cases for sale, thus contributing to food security. *Detarium Senegalese* “Talo” is among the most utilized species for their fruits. Forests also provide fodder for livestock. Animals graze in forest understory during the rainy season, but cutting of tree branches to feed them is also widely practised. Generally, nursery management at community level is not practiced due to lack of materials, enough water and the knowledge to establish a nursery. Many

respondents conveyed that they only raise few fruit trees for planting in their compounds. Forest trees are normally provided by the forestry department or raised in the community nurseries. Overall, 24% of the respondents said their household members participated in nursery management. The majority of the household members (61%) do participate in the annual tree planting program which is facilitated by the forestry staff (Figure 1 below). The respondents (62%) said they normally conduct early controlled burning as soon as the grasses start to dry and it is conducted within the periphery of the forests to avoid fire entering into the forests. According to them, early controlled burning is often coordinated by the village elders and community forestry committees and supervised by the forestry department staff (Figure 1). Majority of the households practice crop rotation (81%) as opposed to intercropping (45%), and it is being described as one of the oldest methods of farming in The Gambia. Crop rotation is practiced in order to retain the fertility of the soil. Agro forestry is not a widespread practice at the moment, but is gaining momentum. About 20% of the households reported their engagement in agro forestry (both traditional-silvopastoral and modern- agrisilvicultural in forest borders, in the Gambian context). The below figure provides an overview of various sustainable land and forest management practices the households engage in (mostly through community forestry committees) at present;

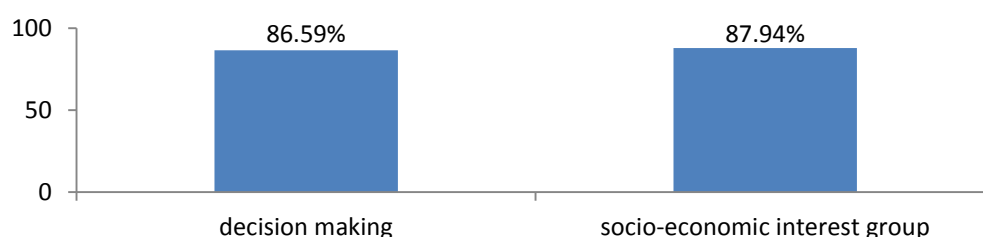


**Figure 1: Percentage of households involved in different SLM and SFM practices**

One of the main problems in the clusters is the unsustainable use of forest resource, especially in areas not covered by existing community forests and national parks. As explained above, a significant part of the rural population of the Gambia depends on forests and forest products for their daily income, fuel wood, construction materials, and traditional medicine. This has seriously depleted such forest resources. Overall, 57% of the surveyed households confirmed that forest resources in their area are heavily depleted. Further 38% of the surveyed households reported some forest resource depletion in their area. On the contrary, only 5% of the households argue that forest resources are not depleted, which is an insignificant proportion of the total households interviewed.

At the beginning of the twentieth century, most of the Gambian territory was still covered by dense forests. Today the forest cover is about 44% of the total land area, of which only 1.1% is closed forest and nearly 70% degraded (FRA 2010). This assertion is in line with the results obtained from this survey. Overall, a huge proportion (80%) of the surveyed households unanimously agreed that the trend of forest cover in the area in the last five years has decreased. These results are mainly associated to the unsustainable utilization of forests.

The community forest approach hinges on fully involving the local population in the sustainable management and utilization of forest resources. In an attempt to find out household members' perception of co-ownership of community forests, it emerged that majority of the households perceived themselves as co-owners. An overwhelming proportion (73%) of the households considered themselves as co-owners of community forests. About 35% of the households have memberships in community forestry committees. Women are often involved in various socio-economic interest groups. Women confirmed that they participate in such interest groups and play a key role in community decision-making. This has been authenticated by the result of the survey as 88% of the households show women participation in socio-economic interest groups. Women's participation in decision-making meetings is very crucial in community development activities, in most rural communities, women are often in the centre of development activities, and this is reflected in the proportion (87%) of their participation in community decision-making meetings (Figure 2).

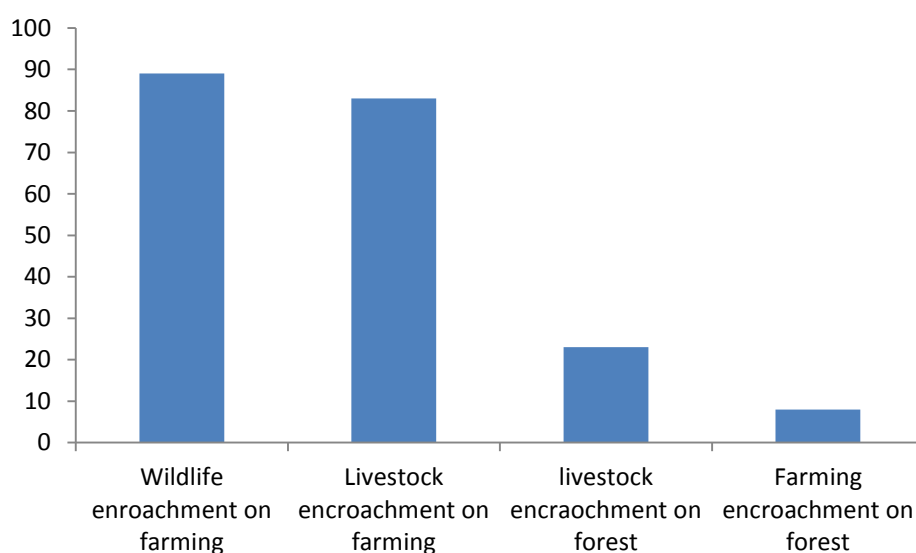


**Figure 2: Proportion of women participating in socio-economic interest groups and decision making processes**

Women's involvement in the management and protection of the forests is significantly high in the project clusters. Often, it is women who are responsible for fetching water to extinguish forest fires, transport seedling during tree planting, and play key roles in the CF committees. This is reflected in the results of the survey. **Overall, 71% of the surveyed**

***households confirmed that women are actively involved in the management and protection of forests in their area.***

With the increasing human and livestock population, conflicts over the access to natural resources (e.g. forest, land) are sometimes inevitable for resource dependent communities, but are not a frequent occurrence in the project clusters in the last five years. Majority of the households (68%) acknowledged they were not aware of any conflict over access to natural resources in the reference period. However, there were some households (31%) who confirmed that there have been few skirmishes but nothing considerable. There are encroachments of different kinds and magnitude in the project clusters in the last five years. The below figure (Figure 3) provides an overview. It is clear from the respondents that farming is not seen as a threat to forests as there are enough farmlands which prevent them from encroaching on the forest. This demonstrated by the fact that only 8% of households reported farming encroachment on forest compared to other forms of encroachment.



**Figure 3: Percentage distribution of encroachment**

The households within the project clusters are well connected to external institutions assisting them to improve their livelihoods; provision of farming tools, seeds and fertilizers and technical advice. The survey revealed that 79%, 65%, 57% and 50% of the households interviewed are in connection with extension services, government projects, CBOs and NGOs respectively. The assistance provided through extension services are by fieldworkers of different line departments and staff of government projects. With regards to access to micro-credits, overall 37% of the households have no access. Among the households that have access, 35% receive micro-credit through CBOs. Small forest-based enterprises are viewed as a potentially important source of income, employment and wellbeing for communities. The results show that the majority of the studied households (61%) are not involved in small forest-based enterprise initiatives. Amongst those engaged in the enterprises, 28% are dealing with non-wood forest products (such as resin, wild fruits, etc.), while 10% trade timber. Though firewood collection by the majority of the households are for domestic use, fuelwood license holders and their assistants are allowed to collect deadwood from lands within the Administrative Regions (State Forests) and under special arrangements in forest parks (particularly those under management) provided there is dead



wood available. However, they are not allowed to collect firewood from community forests unless they are explicitly authorized by the Community Forestry Committees (CFCs). Currently fuelwood in the target areas except in Lower River Region (LRR) (Kiang West District) and Central River Region (CRR)-North (Sami District) is used for domestic use. However, there is a big potential for the target areas to be suppliers of fuelwood to the urban areas because the product is now in high demand and could therefore be a lucrative business in future.

## **1.2 THE CURRENT SITUATION**

### ***1.2.1 Global Environmental Problem and Drivers***

As highlighted above, one of the major environmental problems faced by the Gambia is the degradation and destruction of its forests, mainly the dryland forests in the northern part of the country, holding vital importance in halting desertification. The underlying driver is the increasing population pressure and lack of adequate socioeconomic/livelihood opportunities and the resulting direct causes are;

Unsustainable and uncontrolled resource extraction: Trees are felled without any control, specifically in forests not designated as forests parks or CFs (as evidenced by the baseline survey and rapid field assessments by the national consultants), for fuelwood, mostly for household firewood consumption, and to an extent illegal charcoal production for trans-boundary export to Senegal and sale in urban areas. It is important to note here that charcoal burning is almost non-existent in CFs, DoF do not have resources to patrol and monitor the forests effectively to control the illegal activity in non-CF areas. In the Gambia, firewood collection is the most reliable energy source for majority of the rural communities, sustainable utilization and management of firewood supply is paramount in any efforts to effectively manage the forests. Trees are also felled for other purposes (e.g. construction), within CFs this is strictly controlled and sustainable, and in other forest areas it is currently rampant and unsustainable. Majority of farmers (more than 90%) in the Gambia own cattle, sheep and goats. Woodland and savannah resources account for approximately two thirds of livestock feed supplies in the country. With no restrictions placed on grazing (except in national parks and CFs, CFs have community enforced grazing restrictions), natural regeneration of forests is severely affected.

Forest fires: In the Gambia, forest fires are caused by; a) Hunting- this is usually conducted in the peak of dry season (when forests are most vulnerable to fires), fires are set to drive animals out of the bush and the fires are left unattended afterwards and quickly get out of control; b) Traditional honey collectors normally use fires to chase away bees from the hives and since most of the hives are found in the branches or holes of trees, in the process tree branches catch fire or embers dropping onto the ground ignite into flames and gradually resulting in uncontrolled fires; c) Though in the project clusters it was revealed that agricultural encroachment of forests is not a significant problem, fires caused by farmers are indeed a major issue in areas targeted by the project. Farmers (about 85%) in these areas prefer fire as the means of seasonal clearing of farmlands, and this is usually conducted during the dry season in expectation of the rainy season, and in the evening when wind gusts are strong; d) Kilns built for illegal charcoal production are generally poorly

constructed (e.g. traditional earth kilns) and there are constant leakages of flames, and with the perpetrators not clearing the surrounding dry vegetation around the kilns, forest fires erupt.

### ***1.2.2 Baseline projects and investments for the next 3-5 years addressing the global environment problem and causes (main co-financing sources of the project)***

The GEF incremental investment will be firmly rooted in significant baseline investments made through government programmes and initiatives;

- a. Participatory Forest Management Programme (PFMP) (under DoF, Gambia)
- b. National Agricultural Land and Water Management Development Project (NEMA)
- a. Food and Agricultural Sector Development Project (FASDEP)

#### **Participatory Forest Management Programme**

Community forestry was introduced and is being implemented in the Gambia since the early 1990s by the DoF, specifically through donor funded forestry projects. Currently, 458 communities country wide are participating in community forestry management, at various stages of the process. Community forestry management approaches in the Gambia attempt to fully involve the local population in the sustainable management and utilization of forest resources by offering total legal ownership of both land and trees.

This is the flagship programme carried out by the DoF throughout the country. The programme aims to increase community participation and ownership in the management of forest resources, ensure sustainable utilization thereof and improved contribution of forests to local food security and livelihoods. The programme promotes community forestry and joint forest parks management, majority of their work in the form of extension is carried out through the Community Forestry Committees (CFCs) and JFPM committees. The extension work being carried out through the programme in the project clusters forms the main baseline. It covers a) Renovation of forest stations, b) Management of regional nurseries and production of seedlings for tree planting carried out by CFCs, c) Capacity development of field staff in participatory forest management approaches, d) Capacity development of CFCs and JFPM committees in tree planting and forest management, and e) Support and oversee fire management and prevention measures undertaken by local communities. GEF incremental investment will leverage the extension work carried out under the programme.

#### **National Agricultural Land and Water Management Development Project**

The project aims to increase rural incomes from improved productivity based on sustainable land and water management. The project will run from 2013 to 2019, the co-financing period from 2015 to 2019. GEF incremental investment will leverage the activities carried out under the project's various subcomponents described in the following. Subcomponent A) - Village Vegetable Schemes. The subcomponent will focus on promoting communal

gardens (about 5 hectares); the target would be to establish country wide village vegetable schemes with potential for multiple cropping around the year. The investments will include: upgrading or construction of perennial irrigation systems with groundwater abstraction, conveyance, storage and distribution; construction of animal-proof fences with gates around garden perimeters; etc. Agroforestry activities under the GEF project will leverage these investments. Subcomponent B) - Access roads and market infrastructure. The subcomponent will focus on improving road access to the agricultural fields, vegetables gardens, and other sites under NEMA and other programmes/projects and constructing local markets at strategic locations close to clusters of village vegetable gardens and rural growth centres. Community-based forest enterprises and agroforestry schemes under the GEF project will leverage on improved access roads and market infrastructure. C) Subcomponent-Producer Organizations. The focus will be on improving the technical and management capacity of producer groups. Majority of the households in the project clusters targeted by the GEF project have their women involved in producer groups, this will ensure the leveraging of the capacity building efforts, especially in the context of agroforestry and enterprise strengthening under the GEF project.

#### Food and Agricultural Sector Development Project

The project runs from 2013 to 2018, the objective of the project is to reduce household poverty, food insecurity and malnutrition through increased agricultural productivity and commercialization. The contribution of FASDEP over the period 2015-2018, in all the GEF project regions will be through its components on A) Improved agriculture infrastructure development and management. The component will develop community land use plans (40 plans) and establish community-based agroforestry sites across the country, including establishment of agroforestry nurseries and development of operational and maintenance manuals. The agroforestry efforts under the GEF project will leverage substantial investments made under this component to extend agroforestry into areas around CF sites. B) Agriculture/natural resources production, diversification and commercialization. The component will promote agro enterprises through improved value chains. Activities carried out, under the GEF project, to strengthen small scale forest enterprises and the corresponding value chains will leverage on the Market Information System (MIS) developed through this component. The GEF project will also leverage the efforts under the project to link local enterprises to local and national level markets. This includes establishment of platforms for value chain actors, organizing business fora between micro enterprises and agribusinesses and promotional activities (trade fairs, field and market days). The GEF project will link and mainstream the small scale forest enterprises and the corresponding value chains by building on activities under this project.

Other key co-financing investments and contributions are as follows.

#### FAO- Action against Desertification (under the Great Green Wall for the Sahara and the Sahel Initiative- GGWSSI)

The specific objective of the project is to improve the condition and productivity of the agro-silvo-pastoral landscapes affected by Desertification, Land Degradation and Drought. The project in The Gambia will run from 2015-2019. ***The project is at its inception phase and currently the specific project work plan (within the overall GGWSSI framework) is being***

***drafted through in country consultations.*** The work plan is being drafted in a manner to ensure complete synergy with this GEF project. ***The project will be implemented in the same areas as the GEF project.*** The three key areas the project will work on are;

- a) Enhanced enabling environment and capacity of relevant governmental and non-governmental organizations and stakeholders to carry out effective cross – sectoral work, planning, financing, budgeting, implementation, monitoring and evaluation of sustainable land/forest management and restoration efforts at the landscape level.
- b) Local communities, governmental and non-governmental stakeholders (including youth, women and civil society) in selected landscape units have adopted and are using improved sustainable land/forest management practices and technologies, as part of the implementation of their Great Green Wall Action Plans.
- c) Knowledge and awareness are enhanced among key target audiences and stakeholders regarding causes and appropriate measures for combating desertification and land degradation and improving resilience to climate change, while promoting sustainable livelihoods.

The GEF project will specifically leverage on investments made in capacity building for sustainable land/forest management at all levels, and on the ground forest rehabilitation and management activities.

#### FAO- Forest and Farm Facility

The FFF is a multi-donor programme housed within FAO headquarters. FFF is a partnership between FAO, International Institute for Environment and Development (IIED) and the International Union for the Conservation of Nature (IUCN). FFF's vision is that the Forest and Farm Producer Organizations are kept the centre of sustainable development, rural economies and landscape. Its key pillars of work are a) Strengthen smallholder, women, community and Indigenous Peoples' producer organizations for business/livelihoods and policy engagement; b) Catalyse multi-sectoral stakeholder policy platforms with governments at local and national levels; c) Link local voices and learning to the global level activities through genuine participatory processes, communication and information sharing. FFF is active in the Gambia since latter part of 2013; its main partner is the National Farmers Platform of the Gambia (NFGP) and FFF supports its different key POs active in the forest landscape to strengthen their internal organization, their business and marketing capacities and policy voice. FFF also supports – through the National Environmental Agency (NEA), the ANR Platform, the multi-stakeholder platform that represents at national and subnational level all actors in the Agricultural and Natural Resources sector. FFF also has supported its partners with training courses for CFCs, policy advocacy for removing barriers for effective tenure transfer to local communities and bio-physical assessments of selected CFs.

This GEF project will leverage the capacity building, and policy advocacy activities carried out by FFF. In coming years, FFF will work to strengthen producer organizations, specifically bringing dispersed CFs, and small holders together, this would be a key output area for enterprise development work under the GEF project to build on. FFF will also establish service providers' hub for supporting small scale forest enterprises and farm producers, this would be leveraged by the GEF project again in the context of agroforestry production and value chain improvement related activities. Also, FFF has already initiated sub-national level

multi-stakeholder process for removing institutional barriers for CF tenure transfer, this would be a direct baseline for the GEF project and its output on regional CF task forces as explained under project component description.

### NACO

The Natural Resource Consulting (NACO) formally called National Consultancy on Rural Extension Services and Training was founded in 1995. Its creation was necessitated by the compelling need for Non-State Actors' involvement in the promotion of Participatory Natural Resource Management in The Gambia, as envisaged in the 1995 Forest Policy and the Gambia Environmental Action Plans 1 & 2. NACO's objective is to ameliorate the understanding and capacity of local environmental and natural resource management. NACO has been working at the field level for the past two decades, working in collaboration with the Forestry Department and various donor funded forestry projects and a host of other local agencies. NACO benefited from series of trainings both nationally and internationally to increase its own capacity on participatory approaches towards sustainable natural resource management, community-based enterprise development, natural resource conflict management, impact assessments and in development of community action & management plans. NACO's co-financing will be through in-kind contribution (staff time) throughout the project implementation, specifically in the following areas; facilitation of local level meetings, developing CF management plans, training of CFCs and JFPM committees and implementation of the CF management plans.

### ADWAC

Agency for the Development of Women and Children (ADWAC) is a registered non-sectarian, non-partisan development organization aiming to facilitate sustainable improvement in the lives and livelihoods of the poor, especially women and children. ADWAC works in the Northern Regions of the River Gambia, Central River South and Lower River Region. The headquarters is located in Kerewan the regional administrative centre of North bank region. It has regional sub-stations in Kaur (CRR-N) and Janjangbureh (CRR-S) housed at the Regional Forestry Headquarters. It has field based staff posted at strategic locations within each district of the N Regions. ADWAC adopts an eco-zone<sup>6</sup> approach for the implementation of its programs, this is to ensure that efforts to address development needs of communities are not carried out in a piecemeal manner. ADWAC takes the view that since the factors influencing an area's ecology transcend the boundaries of individual communities, it is necessary to look at the broader picture, rather than at the individual, isolated elements of it. Some of the key achievements (indicative) of ADWAC since 1996 include; a total of 14,000 metres of diversion bunds have been constructed to divert excess runoff water to previously abandoned natural ponds; excavation of previously abandoned natural ponds where livestock used to access drinking water has led to a significant reduction in conflict between cattle owners and farmers emanating from access or lack of access to water points especially during the rainy season; a seed/cereal revolving scheme which involves a total of 100,000 kg of grains for food and seeds provides over 1,500 families with access to seeds during planting period and food during the off-season as well as supporting disaster relief

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<sup>6</sup> An eco-zone is the total landmass within a watershed in which a number of villages share similar and inter-related socio economic problems

efforts in the region; trained 53 farmers on anti-erosion, anti-salt and soil fertility improvements techniques; implementation of Agro-forestry (agro-silvicultural systems) activities in the North Bank Region; establishment of community woodlots; and production and distribution of improved cooking stoves. The key area of work this GEF project will build on would be ADWAC's activities on promoting alternative use of energy and mobilizing community and individual household level adoption of improved/energy saving cooking appliances, and agroforestry.

### ***1.2.3 Barriers to be addressed by the project***

Despite the above investments, and specifically the efforts of the DoF, critical barriers remain that obstruct expansion of community-based sustainable dryland forest management in the Gambia. Current activities in the country point towards the right direction, but fall short of providing concerted and sustainable solutions to improve dryland forest management and at the same time maximise the forest-dependent sustainable livelihood potential.

#### **Barrier 1#: Inadequate framework and guidance for effective dryland forest management**

At present, in The Gambia, there is a national level multi-sectoral coordination mechanism for the natural resource management sector. The Agriculture and Natural Resources (ANR) platform and the working group consist of representatives of government entities and NGOs having mandates or working on issues related to natural resource management. The platform and working group focuses on a) monitoring and reviewing policy related issues b) commissioning studies c) resolving institutional conflicts on sectoral mandates and d) prioritization of the development of ANR projects within the national frameworks and budgets. The working group and the major consultations conducted within the group are at the policy level and do not address the pressing need to coordinate and address dryland forest management issues at the field level in line with on the ground interventions carried out by other relevant sectors (e.g. agriculture, livestock, wildlife management, etc). The regional Technical Advisory Committees (TACs) - explained below- have a very specific mandate to provide purely technical advice and dissemination, and do not play any coordination role. Lack of a specific multi-sectoral coordination mechanism, under the ANR Working Group, focusing on dryland forest ecosystem issues on the ground is a key barrier.

During the project preparation, a detailed analysis of the Forest Policy (2010-2019) was conducted. The strength of the policy lies in a) priority given to community ownership and community based sustainable management of forests b) clear target for transfer of forest ownership to communities. In terms of overall direction for the forestry sector, the policy is sound. But the policy falls short of providing specific direction for on the ground issues and measures. Even the formerly prepared National Forestry Action Plan to implement the previous Forest Policy expired in 2010. Given the importance of dryland forests and the fact almost all of Gambia's forests can be classified as drylands, it is a significant barrier to have no official guidance or direction on the pathways to be taken for dryland forest management in the country. Directions for the DoF and other government sectors/line departments for sustainable dryland forest management are essential. More often than not, in The Gambia, interventions in agricultural sector that can be detrimental to long term sustainable



management of dryland forests are implemented without understanding the consequences and the ecosystem level linkages, though this is partly a capacity related issue, a clear national level strategy and an action plan would definitely help different line departments understand and streamline the local level interventions.

### Barrier 2#: Limited institutional capacities and inadequate technical assistance to local communities

A detailed capacity needs assessment -at all levels across different stakeholders- was conducted during the project preparation. Within DoF, at all levels, there is sufficient knowledge on dryland forests and the linkages they have to continuation of ecosystem services and the relevance to other sectors. On the other hand, DoF staff and relevant CBOs at regional levels (the key to extension and technical support services offered to the local communities) have significant capacity gaps in silvi-cultural practices and techniques, agroforestry principles and practices, bushfire management, water conservation techniques, and forestry-based enterprise and value chain development. It is also important to note here that forestry staff involved in CF extension in many cases lacked clarity in all the principles and steps of CF tenure transfer and JFPM agreement creation. Other relevant government institutions in the country have a very limited understanding of the CF concept and tenure transfer principles, and dryland management issues in the context of their sectoral mandates. This is a significant barrier for adopting an integrated and inter-sectoral approach.

With the institutional capacity gaps at the local level, technical assistance provided to CFs and local communities have been inadequate. Two valid management plans of CFs (Suyehdinka CF and Bambadalaa CF in the Upper River Region) were assessed during the PPG (JFPM agreements were not assessed as none of them are active/valid), and it was ascertained that a) Forest assessment results in terms of classification of vegetation/forest classes are not properly defined b) Management goals and priorities are not articulated clearly c) Insufficient description of planned activities on the five-year matrix (targets, indicators, resource requirements and location) d) CF survey maps are not used instead hand drawn maps are being used e) Results of planning exercises at village level cannot be traced f) Deviations from the plan have not been explained adequately g) Limited compliance to the updated CF guidelines and field manual. These management plans were prepared through guidance from the extension staff; this demonstrates the importance of improving the technical assistance provided to the CFCs. At CF level, the capacity barriers are related to the knowledge/skills of the CFCs on the steps of CF tenure transfer, monitoring mechanisms and record keeping of monitoring activities.

### Barrier 3#: Limited market-oriented development of small scale forest enterprises

Small scale forest enterprises provide opportunities and are a great avenue for community-based sustainable forest management through improved and alternative livelihoods. In the existing CFs, there are a number of functioning small scale forest enterprises (products: timber, firewood, honey, fruits and nuts, handicrafts, etc) but they all have outdated Enterprise Development Plans (EDPs), with limited technical skills in extraction, post-harvest handling and value addition and management and administrative skills. The enterprises are poorly connected to support services (e.g. access and effective linkages to microcredit institutions, access to markets, etc) and are poorly organized within and among the enterprises.

## **1.3 THE GEF ALTERNATIVE**

### ***1.3.1 Project strategy***

The GEF incremental investment will build on and complement baseline and co-financing projects/initiatives to improve and strengthen community-based management of dryland forests and achieve twin impacts of reduced forest degradation and improved local livelihoods.

Capacity building and sectoral coordination work is being carried out at national level in the context of natural resource management and the GEF grant will make it more specific to dryland forest management and strengthen the relevant policy framework; this GEF project will also establish a coherent dryland forest management strategy for the country taking into account the food security and nutrition concerns. Advocacy and multi-sectoral stakeholder processes have been initiated to remove institutional barriers to effectively transfer tenure to local communities performing well within the context of CF. GEF incremental support will expand and streamline/mainstream the processes and turn them into a coordinated mechanism to ensure impacts at national and regional level. Extension work is being carried out to expand community forestry and JFPM, the GEF grant will intensify on-the-ground training efforts, and provide technical support (specifically in preparing effective management plans and subsequently implementing them for sustainable management of the forests) resulting in the expansion of area under community ownership and JFPM.

The GEF incremental investment will build on existing activities comprising of nurseries establishment and management, tree planting, assisted natural regeneration, bushfire management, reducing and managing grazing pressure on forests, and improved cooking stoves, by providing targeted technical assistance to help expand and improve the level of activities on the ground, and ensure integration of all forest management and conservation related activities in the context of CF, in order to generate sustainable impacts. In this context, it is also important to note that current sustainable rural livelihoods development activities and investments carried out by baseline and co-financing projects have strong orientation towards the agriculture sector, but with a large potential for forest-based enterprises to capitalize on. The GEF investment will leverage on these activities and the previous ground work carried out on small scale forest enterprises to ensure development of market-oriented sustainable forest-resource based livelihoods.

### ***1.3.2 Project objectives, outcomes and outputs***

The project aims to reduce forest degradation in the northern part of the Gambia through the strengthening and expansion of community-forestry and implementation of Sustainable Forest Management (SFM) practices.

To achieve this goal, the project is structured in three components, as described below.

## **Component 1: Strengthening policy and institutional capacity for sustainable dryland forest management**

To remove barriers 1 and 2, the project targets the strengthening of policy framework, institutional capacities and arrangements relevant to sustainable dryland forest management in the Gambia. Through this component, the project will strengthen capacities of all relevant institutions at both the national and regional levels to ensure adequate skills and knowledge exist to support community-based sustainable dryland forest management. Through development of dryland forest management and rehabilitation strategy and the revision of National Forestry Action Plan (NFAP), policy framework will be updated and strengthened for effective implementation of sustainable dryland forest management, and the creation of multistakeholder dryland forums under the ANR platform will ensure adequate consideration is provided to dryland forest issues at the national level planning through effective and periodic regional inputs.

GEF incremental financing of USD 220,331 will be invested in: i) training programmes for building institutional capacity; ii) technical assistance for drafting of a dryland forest management strategy and revision of NFAP; iii) technical assistance for the creation of a multisectoral coordination mechanism.

Cofinancing for Component 1 comprises of national level capacity building related to multisectoral processes and management of initiatives on sustainable forest/land management and restoration, and policy advocacy and development work (specifically the renewal of ANR policy). PFMP will contribute USD 200,000. NACO will contribute in-kind USD 10,000. FAO executed AAD and FFF will contribute USD 555,300 and USD 100,000 respectively. FAO Representation will contribute USD 10,000 in-kind.

### **Outcome 1.1. Institutions at national and regional level have the capacity to integrate dryland forest management into policies, sectoral planning, and practices**

Indicator: Under LD (LD 2) Tracking Tool Forestry Policy score moved from 4 to 5

#### **Output 1.1.1 Key sectors and institutional stakeholders trained on effective dryland forest management (90)**

The project will implement training programmes targeting i) DoF and NGOs/CBOs directly supporting communities in SFM; and ii) relevant sectoral partners/line departments (NEA, DoA and Department of Parks and Wildlife Management-DPWM). The first set of training programmes, targeting DoF (including field staff from the regional forestry offices) and relevant NGOs/CBOs<sup>7</sup>, will focus on one hand the technical aspects, viz. silvicultural practices and techniques relevant to dryland forests, agroforestry practices, bushfire management, water conservation techniques and forestry-product value chain improvement, and on the other hand CF extension (CF tenure transfer and JFPM agreements creation, and participatory tools). The second set of training programmes will target relevant sectoral partners in raising understanding on a) CF principles and tenure transfer principles; and b) dryland forest management issues in the context of their individual sectoral mandates.

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<sup>7</sup> Identified for training are the following organizations; the National Farmers' Platform of the Gambia (NFPG), All Gambia Forestry Platform (AGFP), ADWAC, NACO, Freedom From Hunger Campaign (FFHC), Friends of Nature, Kombo Foni Forestry Association (KOMFORA), West African Bird Study Association (WABSA), Wuli and Sandu Development Agency (WASDA)

During PY 1, the Project Coordination Unit (PCU) will recruit the training experts and through them design the training programmes, and implement the training programmes targeting 60 staff (DoF- 42 and NGOs/CBOs- 6; NEA-4, DoA- 4, DPWM- 4). During PY 3, a follow-up training will be held targeting 30 staff (DoF- 20 and NGOs/CBOs- 4; NEA-2, DoA- 2, DPWM- 2).

Output 1.1.2 National dryland forest management and rehabilitation strategy developed as a supplement to the Forest Policy 2010-2019

Under this output, i) a draft national dryland forest management strategy will be developed as a supplement to the Forestry Policy, and ii) the expired National Forestry Action Plan (NFAP) will be revised.

During PY1, PCU and the recruited consultant will conduct stakeholder consultations at both national and regional levels in the context of developing the new supplement strategy and the revision of NFAP. Following the consultations, the plan will be revised and the draft strategy prepared, both the strategy and the revised plan will be validated at a national workshop. The strategy will provide the official policy guidance in terms of managing the dryland forests in the Gambia, to both DoF and other sectoral partners involved in natural resource management (partners under the ANR platform). The revised NFAP, based on the Forest Policy and the newly developed supplement strategy, will provide direct intervention level guidance and targets.

Output 1.1.3 Multi-stakeholder regional dryland forest management forums created

During PY1, PCU will conduct consultations with existing multisectoral forums (e.g. ANR platform, Climate Change Committee, TANGO). Following the consultations, ToRs and the structure of the regional dryland forest management forums will be developed, and based on these, five regional training workshops will be conducted (targeting CFCs, JFPM committees, TACs, Area Councils, NGOs/CBOs working in the respective regions, etc) and the regional forums operationalized. To ensure sustainability, the regional forums will be incorporated into the national ANR platform, with regular regional forum meetings feeding into the national level consultations under the ANR platform.

**COMPONENT 2: Community-based sustainable dryland forest management and rehabilitation**

This component will address Barriers 2 and 3. The GEF incremental financing for the component will be USD 2,590,000. Through this component, the project will strengthen community forestry in the Northern region of the Gambia, through facilitation of transfer of forest tenure to local communities, provision of technical assistance and establishment of support mechanism at regional levels to identify and resolve bottlenecks in CF tenure transfer. Under this component, the project will also ensure that 15,017 ha of dryland forests are sustainably managed by the local communities, this will be achieved through community level capacity development, improved and new forest management plans, and implementation of SFM practices, and reduction of pressure on dryland forests targeted by the project.

Cofinancing for Component 2 comprises renovation and maintenance of forest stations and tree nurseries, capacity development of women producers including development of agroforestry manuals, improvement of market access and agroforestry related infrastructure (including agroforestry nurseries), development of Market Information System (MIS), on the ground implementation of Sustainable Land Management (SLM) practices in the project sites, community mobilization and promotion of energy savings cooking stoves and functional upgrading of primary producers in smallholder agro and forestry value chains. PFMP will contribute USD 1,500,000. NEMA will contribute USD 5,000,000. FASDEP will contribute USD 2,800,000. NACO will contribute in-kind USD 80,000. ADWAC will contribute USD 450,000. FAO executed AAD and FFF will contribute USD 777,600 and USD 280,000 respectively. FAO Representation in Gambia will contribute USD 40,000 in-kind.

### **Outcome 2.1 Community forestry legal ownership strengthened**

Indicator: Institutional bottlenecks removed resulting in improved JFPM (18 agreements) and efficient and effective transfer of forest ownership to communities (atleast 28 gazettes)

#### Output 2.1.1 Regional community forestry task forces created and strengthened

FAO FFF has already laid the ground work for establishment and functioning of regional CF task forces (including the draft ToRs for the task forces). Under this component, in PY 1, the task forces will be trained on forest designation procedures<sup>8</sup>, and would begin their activities supporting local CFs. This output will be delivered by PCU through NACO.

#### Output 2.1.2 3251.4 ha of forests under start-up phase advanced to PCFMA stage and 4578.42 ha of forests at PCFMA stage are advanced to CFMA phase

In PY1, sensitization and awareness exercises will be conducted in project sites that are under start-up phase (this includes sites that are currently being demarcated for CF); in depth evaluation of CFs at PCFMA stage will be conducted. The evaluation will focus on each CF's management plan<sup>9</sup> (including expired plans), performance and any particular issues related to the management of the forests.

In PY2, 37 new CF committees will be formed (for forests under start-up phase), of these 20 CFCs (covering 1468.4 ha) will receive PCFMA with newly prepared management plans. 3967.95 ha of CFs under PCFMA will be designated under CFMA, this will be carried out through preparation of 20 new management plans.

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<sup>8</sup> Training will include clarification on roles and responsibilities throughout the CF designation process, all the relevant political and legislative frameworks, and conflict resolution processes in addition to step-by-step designation procedure

<sup>9</sup> During the project preparation period, management plans of two CFs were assessed in detail to identify areas of weaknesses and improvement. The analysis revealed the following; there were procedural issues (e.g. CF management plan not endorsed by CF Committee president, CF history not captured), village profile not adequately documented, forest assessment results in terms of classification of vegetation not properly defined, management goals and development priorities not articulated, insufficient description of planned activities, 5-year planning matrix not completely filled-in, CF survey maps not used for planning purposes, poor documentation of planning exercises and progress of activities on management maps.

**These gaps and weaknesses will be addressed and taken into account while preparing/revising CF management plans under the project.**



In PY3, 17 CFCs (formed in PY2) will receive PCFMA with newly prepared management plans (covering 1783 ha). 610.47 ha of CFs under PCFMA will be designated under CFMA, this will be carried out through preparation of 8 new management plans.

This output will be delivered through PCU and NACO working closely with the local communities (including the CFCs) in the targeted CFs (identified and consulted during the project preparation phase) and NGOs/CBOs.

#### Output 2.1.3 Management of 1438.12 ha of forests under CFMA is strengthened

This output will be delivered during PY1, this will be through PCU's partnership with NACO. This will involve in-depth consultation with the respective CFs in CFMA phase. The consultations will include review of the expired management plans and development of new management plans (14). The consultations will involve utilizing Participatory Learning Appraisal (PLA) elements, the planning process is the most vital step towards efficient self-management by the communities as it determines labour input and forest utilization. The key participants will be the CFCs and all the user groups in the communities (participation of women will be ensured as they play key roles in the local user groups and are members of CFCs).

#### Output 2.1.4 5749.9 ha of forests brought under Joint Forest Park Management (JFPM)

Currently, there are no active JFPM agreements in the Gambia. The project will target 18 parks that were previously under JFPM with active agreements (please refer to Appendix 7). In PY1, new sensitization and awareness exercises (including radio talk shows, traditional communicators) will be conducted in project sites on JFPM concept and approach. This will be followed by creation of new JFPM committees<sup>10</sup> (9). Another 9 JFPM committees will be formed in PY2, following which agreements will be signed (18) and JFPM plans will be developed.

### **Outcome 2.2 About 15,000 ha of dryland forests are sustainably managed by local communities**

Indicator: Successful application of 18 JFPM plans and 73 CF management plans

#### Output 2.2.1 Community Forestry Committee and Joint Forest Park Management committee members trained in improved dryland forest management and CF procedures/processes (600 members)

Under this output, PCU will ensure 600 members from the targeted CFCs and JFPM committees are trained in CF processes/procedures (including internal management of CFs, specifically allocation and enforcement of resource utilization rights) and dryland forest management techniques/practices (silvicultural practices and techniques relevant to dryland forests bushfire management, water conservation techniques and sustainable harvesting of timber and non-timber forest products). In PY1, PCU will recruit the trainers (these trainers will work closely with the DoF staff- at both national and regional levels- trained under Output 1.1.1, to ensure follow up training and extension work) and the trainers will develop

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<sup>10</sup> The basis for creation of JFPM committees, agreements and management plans are the following steps; a) Identification of forest park and surrounding communities interested in the management b) Extended and detailed community consultations c) Situation analysis, resource mapping, and identification of committee members.

training manuals. The training programme would be implemented in PY1 (100 members), PY2 (400 members) and PY3 (100 members). The training impacts will also be assessed periodically.

Output 2.2.2 SFM practices implemented (forest cover increased by 5% through small scale tree planting and assisted natural regeneration; site suitable agroforestry techniques implemented across 500 ha; improved bushfire management techniques)

Through this Output, the CF management plans and JFPM plans developed under the Outcome 2.1, would be implemented. The implementation of the plans under this output will have three main facets; forest cover increase, fire management and agroforestry.

*Forest cover increase;* forest cover will be increased by 5% through assisted natural regeneration and small scale tree planting. This particular part of the output will be delivered by the PCU through DoF. In PY2, regional tree nurseries will be strengthened (this will include capacity development in seed collection, seed treatment and management of seedlings) in order to ensure reliable supply of quality seedlings for CFs in the respective regions. Tree planting will be conducted in the second quarters (ideal period of the year for tree planting) of PY2 & PY3. Total target area for tree planting will be 100 ha. From PY1, natural regeneration (through forest protection and management) activities will begin in the targeted CFs (total coverage of 15017 ha), and will continue throughout the project. The assisted natural regeneration activities of the project are closely related to Output 2.2.3 (especially the steps undertaken to manage and control grazing).

*Agroforestry;* currently in the project sites, amalgamation of the traditional and modern practices<sup>11</sup> is taking place. Building on this, agroforestry will be implemented across 500 ha. In PY1, An agroforestry expert, with experience in dryland forests, will be recruited. The expert, in coordination with the cofinancing partners, will identify suitable sites in the project clusters taking into account the specific practices in mind. In the context of the project clusters, Silvopastoral systems (in close relation with Output 2.2.3- grazing management and control) and Agrisilvicultural systems (vegetable and fruit gardens in and bordering forests) will be established and strengthened. Silvopastoral systems will be mainly established in Central River Region- North and Upper River Region- North while Agrisilvicultural systems will be implemented in all the project clusters, mainly utilizing indigenous fruit and vegetable species for orchards, and creation of multipurpose woodlots. In PY2, site specific training will be provided to strengthen local level capacities in agroforestry. The training will comprise a variety of topics, this will include alley cropping, silvopasture management (considerations on livestock, trees and forages and tree spacing/arrangement), planning, designing and managing windbreaks and woodlots.

In PY2 and PY3, the field level implementation will be completed.

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<sup>11</sup> In the traditional systems, farmers generally manage and preserve trees within their farm lands, in addition to stationing livestock (temporarily) to graze/browse in the farm lands during the fallow period (animal refuse improves the soil fertility).

Modern agroforestry systems refer to existing agroforestry systems (at a very minimal scale-70 ha), specifically the agrisilvicultural systems.

*Bushfire management;* In PY1, a forest fire expert will be recruited, and regional consultations will be conducted on fire prevention and management. These consultations will ensure that; a) successful traditional practices are taken into account; b) local level ownership is generated and c) consensus is built among all relevant stakeholders (specifically sectoral partners) on fire prevention and management efforts. This will be followed by procurement of fire management equipment and fire prevention and management efforts throughout the project. From PY2, an annual fire award scheme will be introduced (fire award schemes have been used in Gambia to formally recognize communities engaged in effective bushfire prevention and control, within this project, fire award scheme will be introduced at regional levels) , in conjunction with commemoration of annual bushfire day.

Output 2.2.3 Controlled grazing implemented through community grazing agreements (10) in the community forests and efficiency of fuelwood use improved by introduced cooking stoves (2000 households)

Through this output, pressure on the forests from grazing and fuelwood collection will be reduced.

*Grazing;* In PY2, rangelands and grazing tracks to be targeted for agreements will be identified. Rangelands identified for grazing agreements will be linked with the silvopastoral systems implemented under the previous output. In North Bank Region and Lower River Region, grazing tracks will be identified and demarcated for community control and agreements. In PY3, the grazing agreements will be developed and concluded (10). The agreements will be monitored through the project and subsequently by the Regional Forestry Offices.

*Improved cooking stoves;* In PY1, the prototypes of improved cooking stoves will be piloted. The prototypes will include the traditionally developed (raw materials available locally) improved cooking stove. Once the stove to be promoted is identified and confirmed, through PY2, PY3 and PY4, stoves will be distributed to 2000 households. The promotion, distribution and maintenance of the stoves will be through local CBOs/NGOs working in the project sites and the subject area. To guarantee sustainability of the action, extension workers and villagers (local change agents, specifically women) within the project sites will receive specialized skills and knowledge for continuation of dissemination past the project period.

Output 2.2.4 Community based forest enterprises strengthened (21 enterprises)

This output will strengthen the targeted 21 enterprises (please refer to the EDP plans in the tables Appendix 7 for the specific sites), in the project clusters, to ensure they are market-oriented, and economically viable and environmentally sustainable. At the end of PY2, 50 entrepreneurs will be trained in improved business planning, followed by training of 60 more entrepreneurs in the beginning of PY3. In PY3, followed by the training, 21 enterprise development plans (EDPs) will be prepared (a small and medium scale forest enterprise specialist will be recruited). The implementation of the plans will begin immediately, with the project linking up the enterprises to various service providing institutions, in partnership with the cofinancing partners and other stakeholders [e.g. Social Development Fund will be approached for microcredit based on the business plans; the entrepreneurs will be linked to the Market Information System (MIS) developed by the Food and Agricultural Sector Development Project, etc]. The technical training provided under Output 2.2.1 on

sustainable harvesting of timber and non-timber forest products will also feed into this output. During the project preparation phase, a market analysis was conducted in partnership with sectoral and civil society partners, as a part of the socioeconomic studies. It was clear that the main products in demand (in the context of small and medium scale forest enterprises) are honey products (both national and international markets) and nuts and fruits, e.g. cashew (high demand in Gambia and Senegal). It should be noted here that nuts and fruit products are linked to the agrisilvicultural systems implemented under Output 2.2.2. But the products to be developed by the enterprises targeted will be confirmed during the business plan development process, with the entrepreneurs carrying out the market assessment based on their training.

### **COMPONENT 3: Project monitoring and evaluation and information dissemination**

GEF incremental resources of USD 110,000 will be utilized under the component to ensure that; i) the project implementation is effective and efficient, and is based on result-based management principles; and ii) project findings and lessons learnt are captured and disseminated for future initiatives.

Cofinancing for Component 3 comprises activities related to gathering information for the evaluation of the results achieved by the project and dissemination of information and lessons learnt through the project. PFMP will contribute USD 100,000. NACO will contribute in-kind USD 10,000. FAO executed AAD will contribute USD 222,200. FAO Representation in Gambia will contribute USD 10,000 in-kind.

#### **Outcome 3.1: Project implementation based on results based management and application of project findings and lessons learned in future operations facilitated.**

Indicator: Project M&E system designed, established and applied throughout the project and across all components, provinces and project sites

##### Output 3.1.1: Project monitoring system providing systematic information on progress in meeting project outcomes and output targets

According to the Project Results Framework (Appendix 1) and the activities listed in the Work Plan (Appendix 2) and the Risk Matrix (Appendix 4), the project will develop a detailed monitoring and evaluation plan. During PY 1, the project will hire a Monitoring and Evaluation (M&E) System Expert to advise the Project Coordination Unit (PCU) in the design and establishment of an M&E system to obtain information on progress in meeting targets, evaluating results and facilitating the systematization of experiences. Throughout the duration of the project, monitoring reports will be prepared according to the M&E system. During PY3, mid-term evaluation/review, and at the end of PY5, end of project evaluation will be conducted. Both evaluations will be conducted by experts selected by FAO with the approval of the Project Steering Committee (PSC).

##### Output 3.1.2 Project related 'best practices' and 'lessons learnt' published

This output will ensure that the project experiences are captured and shared. From end of PY1, an annual project newsletter will be produced every year, a short term communication expert will be hired to prepare the newsletters. PCU will facilitate the information collection by coordinating with all the executing and other partners. At the end of the project (PY5), as

a part of the terminal workshop, the key lessons learnt and the experiences gathered through the project will be shared, and a project publication will be produced to facilitate wider dissemination.

### 1.3.3 Project Stakeholders

During project preparation, several consultations were held with diverse stakeholders at all levels (including local communities and CFCs). Based on the consultations, a detailed stakeholder analysis was conducted, this coupled with the feedback received in the inception and terminal workshops has helped to identify the stakeholders and the different roles they are expected to play in the project. The compilation is provided in the below table.

**Table 2. Roles and responsibilities of stakeholders**

Stakeholder Institution/Entity	Relevant roles/responsibilities related to the project implementation
Department of Forestry (DoF)	Main executing partner in the project. DoF is the custodian of forest instruments (policy, legislation, etc) and their implementation at national and local levels.
Department of Lands and Surveys(DLS)	Key government stakeholder in implementation. DLS is the custodian of the Decentralization Act 2002 (amended), endorses surveying of forests for community ownership and formal transfer.
Department of Agriculture (DoA)	Key government stakeholder in implementation. DoA is the custodian of the agricultural policy and related instruments and their implementation for agricultural production and development. Chair of the Agricultural and Natural Resources (ANR) platform at national level. At local level, will provide key inputs for activities related to agroforestry, fire management, etc.
National Environment Agency (NEA)	Key government partner in implementation. NEA is the custodian of the National Environment Management Act and its implementation. NEA serves as the secretariat of the ANR platform and will be a key liaison between the project and the ANR working group.
Department of Parks and Wildlife Management (DPWM)	Key government stakeholder in implementation. Responsible for the implementation of the Biodiversity Act (2002) and CBD targets through biodiversity conservation and protection from forest fires, deforestation, etc. DPWM is expected to play a key partnership role in on-the-ground activities related to Joint Forest Parks Management (JFPM).
Ministry of Energy (MoE)	Key government stakeholder in implementation. Especially in the context of introducing improved cooking stoves.
Ministry of Lands and Rural Administration (MoLRA)	Key government stakeholder in implementation. MoLRA is the custodian of traditional forest and lands at national and local level. Their support is essential for effective transfer of CFs to local communities.
ANR Working Group	ANR Working Group is the main multi-sectoral body at the national level to oversee the effective implementation of the ANR policy, and the working group has the mandate to provide guidance to all natural resource management activities in the country. This project's steering committee will work in close coordination with this group for smooth project operations at all levels.
Social Development Fund (SDF)	SDF was initially established under an African Development Bank funded project in 1998. SDF turned out to be very successful in supporting community-based micro-enterprises using a participatory demand-driven intervention strategy; this resulted in it turning into a Fiduciary Finance Institution and an apex national institution in the development of microfinance operations in the Gambia. Micro-enterprises targeted under this

Stakeholder Institution/Entity	Relevant roles/responsibilities related to the project implementation
	project will approach SDF for start-up microcredits.
Natural Resources Consulting (NACO)	NACO is will be co-financing the project as explained above and will also executing a part of the project in cooperation with DoF.
Agency for Development of Women and Children (ADWAC)	ADWAC will be co-financing the project as explained above.
Local communities, CFCs and JFPM committees	They are the main beneficiaries of the project and primary partners on the ground for the successful implementation of the project.
Local Government Authorities (LGAs)	LGAs (Regional Governors, District Heads, Village Heads, Village Development Committees, and Council of Elders) are key partners at local level for ensuring coordination and facilitation of project operations.
Local Technical Committees	Regional Technical Advisory Committees (TACs) are responsible for providing and sharing/disseminating technical and scientific information on natural resource management at regional level. Similarly, Multi-Disciplinary Facilitation Teams (MDFTs) are responsible for supporting farmers and other stakeholders (line departments) directly in taking innovations and technical knowledge to the ground level. The Regional Forestry Offices will engage with both these entities for technical extension part of the project.
Village Farmers Developed Programme Multipliers (VFDPM)	VFDPMs are peer groups at village level for continuing the transfer of knowledge/new technologies at community level (farmer to farmer), primarily in agriculture. This project envisages utilizing VFDPMs, where possible, for sustaining the local level knowledge transfer.
National Farmers Platform	The platform is a vehicle for advocacy, information sharing and lobbying for the benefit of farmers. They are a very active and strong civil society entity in the Gambia and will be a key partner at all levels of project implementation.
All Gambia Forestry Platform (AGFP)	AGFP was formed under the national forest programme implemented from 2009 to 2012. It is a multi-stakeholder platform created to mainly assist CFs in capacity strengthening. AGFP still remains integral to work with CFs at a level higher than individual or groups of CFs.
Livestock Owners Association	The association (will) play a key coordination role in the parts of the project supporting communities in establishing rangelands and cattle tracts and their regulations.
National Women Farmers Association	The association has the mandate to identify and resolve the constraints affecting women's participation and performance in agriculture and related sectors, and will play a vital role in ensuring women benefit significantly from the project's efforts.
National Bee Keepers Association (NBAG)	NBAG supports the Gambian bee-keeping industry through a market-oriented approach, and will play a key role in the enterprise development part of the part (further information under project components description).
Other Civil Society Organizations (CSOs) and international organizations	The project will collaborate with organizations like Concern Universal, World Wildlife Fund (WWF), United Nations Development Programme (UNDP) etc. working in the natural resource management sector both at national and local levels, to generate synergies where possible.

### **1.3.4 Expected global environmental and adaptation benefits**

The project will help deliver the following global environmental benefits:

- I) Reduction of forest degradation processes in the areas of project intervention (15000 ha). In particular, processes associated with loss of forest cover and restricting forest regeneration.
- II) Increased area under SFM: target: 15,000 ha (Outcome 2.2, Appendix 1);

- III) Improvement in the provision of ecosystem goods and services. The introduction of SFM practices and improved management of dryland forest resources in an area of 15,000 hectares will increase productivity and sustain the livelihoods of local communities.

## 1.4 LESSONS LEARNED

Some of the key and relevant lessons learned from recent projects implemented in natural resource management sector are explained briefly below;

- (1) Programme on Sustainable Land Management, funded by the European Union (EU) through the Inter Permanent States for the Control of Drought in the Sahel (CILSS), with an investment fund of 328,947 USD), is being implemented by Emanic Consulting Ltd in the North Bank Region. The programme has faced problems in the implementation of the components, due to the build-up of unrealistic expectations among the communities. For example, under the woodlots creation component of the project, the communities expected wells to be dug in their village, which was beyond the scope of the project. It is fundamental and essential to be clear on the project components and respective activities and manage community expectations, at the onset; this lesson has been further reinforced through this particular experience.
- (2) WWF implemented a Community-based Biodiversity Conservation project (2011-2012) in the North Bank Region. The project tried to ensure total integration of local communities into biodiversity conservation and management. To encourage local communities and incentivise their participation, a revolving village 'bank' micro-credit facility for women was created, this enabled members to borrow reasonable amounts for investments in microbusinesses. This resulted in excellent local level participation and ownership of the project. The lesson learned here is not new, as time and again, it has been demonstrated that with tangible livelihood and economic benefits, local communities can be expected more often than not to take ownership and perform in terms of sustainably managing natural resources.
- (3) MoE has, in the past, through its programmes tried to introduce various types of improved cooking appliances with very limited success. This was mainly due to the maintenance costs and unavailability of materials to fix appliances locally as well as social acceptance of the stoves by local communities (in view of cooking habits). Any measures to introduce improved cooking stoves should take into consideration the social acceptance, especially in the context of traditional/cultural practices, and the availability of materials to fix and maintain the stoves locally.
- (4) Through the piloting of sustainable natural forest management under the GGFP, it was evident that the Gambian forests possess the potential to regenerate themselves within few years if protected effectively from fires. It was also discovered with these investments that the most efficient and cost effective way of sustainably managing remaining natural forests in The Gambia is through Participatory Forest Management approaches. Another important lesson learnt during the GGFP and the introduction of community forestry is that proper governance is an important element in the overall sustainable forest management process. The GGFP also demonstrated the potential of forests to enhance livelihoods through the marketing of forest products and services. A remarkable success in this regard was the introduction of the community-based forest

enterprise development using the FAO Market Analysis and Development (MA&D) approach.

- (5) The success of the Community Forestry programme in general has been a catalyst in the local government reforms and the calls for the local councils to have their own forests. The positive results attained have given confidence and motivation to DoF to move away from the traditional and restrictive ways of forest management. This has created a conducive and enabling environment for the local communities and the private sector to participate in sustainable forest management and utilization. Experiences in The Gambia has clearly shown that when people identify themselves with forest laws governing access to, and ownership of forest resources, they show a great deal of willingness to cooperate with the forestry establishment in the implementation of forestry programmes and projects. But on the other hand, where the laws are exclusive and impinging on the customary user rights; people tend not to associate themselves with them and eventually resort to subversive activities leading to the gradual degradation of the forest resources. The forest parks in the Gambia are classical examples, as they were demarcated without adequate consultations with the local population who felt robbed of their traditional lands and thus felt disenfranchised, and consequently had no stake in keeping the forest protected from bushfires and other destructive activities.

## **1.5 STRATEGIC ALIGNMENT**

### ***1.5.1 Consistency with national development goals and policies***

**National Portfolio Formulation Exercise (NPFE)** (GEF 5): The project is aligned with the Natural Resources Management program, and the projects under the program, viz. 'Promote Community Forestry Management', 'Promote Public-Private Partnership in the Management of Protected Areas', and 'Pilot Agroforestry Systems', 'identified in the National Portfolio Formulation Document (NPFD) submitted in July 2011.

**National Action Programme to Combat Desertification (NAP)**: The project is aligned with the NAP and the priorities identified through the sector specific studies conducted as part of the development of NAP. The project is in line with the following key desertification control priorities identified under the forestry sector; to reduce forest fires through sensitization, strengthening the capacity of CBOs, establishment of fire breaks, and providing firefighting equipment; to introduce controlled/sustainable forest management practices by involving and empowering local communities and the private sector; to promote on-farm tree planting/agro-forestry/composting systems in order to maintain soil fertility; to increase people's awareness on environmental issues, desertification processes, and the importance of trees and forests for sustainable development.

**Strategy for Poverty Alleviation (SPA)**: The document sets out the poverty reduction strategy to be adopted in the country. It recognizes the links between natural resource degradation and poverty, and the need for sustainable management of natural resources. The project's objectives and components are aligned with the SPA.

**Gambia Environmental Action Plan (GEAP)**: The plan was adopted to address pressing environmental problems. It provides the long term vision and direction for sustainable



development balancing economic growth with effective environmental and natural resource management.

**Gambia Forest Management Concept (GFMC):** The concept lays out a roadmap for sustainable and cost effective management of the forest resources, the project components are aligned with the roadmap.

**National Adaptation and Programme of Action (NAPA):** NAPA has the following priorities 'Expansion of community participation in the management of forests and PAs' and 'Expansion and Intensification of Agroforestry and restoration activities', the project outcomes are directly in sync with these priorities

### ***1.5.2 Consistency with GEF focal area***

The project is consistent with LD Objective 2 'Generate sustainable flows of forest ecosystem services in drylands, including sustaining livelihoods of forest dependent people'; as it will take actions for enhancing the enabling environment within the forest sector, and sustainable management and rehabilitation of dryland forests in The Gambia ensuring sustainable flows of ecosystem services from these forests.

### ***1.5.3 Consistency with FAO's Strategic Framework and Objectives***

This project aligns well with the Strategic Objective 2 (SO2), 'Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner'. Mainly, two Organizational Outcomes of SO2 below will be supported by the present project:

- Producers and natural resource managers adopt practices that increase and improve the provision of goods and services in agriculture, forestry and fisheries in a sustainable manner;
- Stakeholders in member countries strengthen governance –laws, policies and institutions needed to support in transitioning to sustainable agricultural systems.

The Country Programme Framework (CPF) agreed between FAO and the Government of The Gambia has a priority titled 'Sustainable Natural Resources Management and Development'. The project is aligned to the key actions under the priority; 1) improve sustainable management of forest resources, 2) support the implementation of global conventions.

## **SECTION 2 – FEASIBILITY**

### **2.1 ENVIRONMENTAL IMPACT EVALUATION**

Following the guidelines of the document on Environmental Impact Assessment (EIA): FAO<sup>12</sup> Guidelines for Field Projects, the proposed project is classified in Category C<sup>13</sup>. The Environmental and Social Review Form is attached in Appendix 5.

### **2.2 RISK MANAGEMENT**

Project risks have been identified and analyzed during the preparation phase and mitigation measures have been incorporated into the design of the project (see the Risk Matrix in Appendix 4). With FAO support and supervision, the Project Steering Committee will be responsible for the management of such risks as well as the effective implementation of mitigation measures. A Monitoring and Evaluation (M&E) System will serve to monitor performance indicators and outputs, project risks and mitigation measures. The Project Steering Committee will also be responsible for monitoring the effectiveness of mitigation measures and adjusting mitigation strategies as needed, and to identify and manage any new risks that were not identified during the project's preparation, in collaboration with project partners.

The semiannual Project Progress Reports (PPR) (see sub-section 3.5.3) are the main instrument for monitoring and risk management. PPRs include a section covering the systematic monitoring of risks and mitigation actions that were identified in previous PPRs. PPRs also include a section to identify new risks or risks that have yet to be addressed, their classification and mitigation actions, as well as those responsible for the monitoring of such risks and their estimated deadlines. FAO will monitor the project's risk management closely and will follow up as needed, lending support for the adjustment and implementation of mitigation strategies. Reports on the monitoring of risks and their classification will also be part of the Annual Project Implementation Review (PIR) prepared by FAO and submitted to the GEF secretariat (see sub-section 3.5.3).

#### **2.2.1 Risks and mitigation measures**

The table in Appendix 4 summarizes the risks that were identified and analyzed during the project's preparation phase, the probability of their occurrence and proposed mitigation measures.

#### **2.2.2 Analysis of fiduciary risks and mitigation measures (only for OPIM projects)**

N/A

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<sup>12</sup> See <http://www.fao.org/docrep/016/i2802s/i2802s.pdf>

<sup>13</sup> Category C projects (minimal or no adverse impacts). Specific environmentally related reports are not necessary.

## SECTION 3 – IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

### 3.1 INSTITUTIONAL ARRANGEMENTS

In addition to FAO as a GEF agency, the main government institution involved in the project is the Department of Forestry (DoF). DoF will play the overall lead role in the execution of the project as well as the day-to-day monitoring. DoF will be responsible for ensuring the overall coordination of the project's implementation, as well as coordination and collaboration with partner institutions, local community organizations and other entities participating in the project. At the regional level, DoF's regional offices will play the role in coordinating field level activities and training in conjunction with the National Project Coordinator (NPC). FAO will sign a Government Cooperation Project (GCP) Agreement with the Department of Forestry. The GCP Agreement will outline the roles and responsibilities of the FAO and DoF including legal aspects of collaboration such as responsibilities for facilitating inputs, copyrights among others.

The Project will also achieve a number of key outputs through letters of agreements (LoAs) that will be elaborated and signed between the FAO and collaborating partners (service providers). The LoAs will be administratively managed by the Budget Holder (FAO representative in Gambia). Funds received by the service providers under a LoA will be used to execute the project activities in conformity with FAO's rules and procedures. The respective LoAs are listed under the "Contracts" budget line of the project budget. Proposed and tentative LoAs are summarized in the Table below.

**Table 3- Executing Partners**

Component 2 Outputs	Partner institution
Output 2.1.1	NACO
Output 2.1.2, 2.1.3, 2.1.4, 2.2.1	DoF and NACO
Output 2.2.2, 2.2.3	DoF and NGOs/CBOs (to be confirmed during the inception period)
Output 2.2.4	NGOs/CBOs (to be confirmed during the inception period)

FAO and the implementing partners will collaborate with the implementing agencies of other programs and projects in order to identify opportunities and mechanisms to facilitate synergies with other relevant GEF projects (Gambia Protected Areas Network and Community Livelihood Project, Adapting Agriculture to Climate Change in the Gambia), as well as projects supported by other donors. This collaboration will include: (i) informal communications between GEF agencies and other partners in implementing programs and projects; and (ii) exchange of information and outreach materials between projects.

### 3.2 IMPLEMENTATION ARRANGEMENTS

The Food and Agriculture Organization (FAO) is the GEF agency responsible for monitoring and providing technical backstopping during project implementation. Technical backstopping

will be provided in coordination with the Department of Forestry (DoF). FAO's role and responsibilities is described in sub-section 3.2.2 below.

Specifically, project implementation will take place through the **Project Steering Committee (PSC)**, which will have the role of overseeing and coordinating the project's planning and implementation. Sub-section 3.2.3 outlines the functions of the Project Steering Committee.

A **Project Coordination Unit (PCU)** will be created within DoF, and comprised of a **Project Team (PT)** funded by the GEF. The main function of the PT, following the guidelines of the Project Steering Committees (see 3.2.3 below), is to ensure the coordination and execution of the project through the effective implementation of the annual work plans and budgets (AWP/Bs). It will be composed of a National Project Coordinator (full time), Operations Officer and Finance Officer (part time), and by specialist/expert consultants that will be hired for shorter periods.

Some key functions of the PCU are:

- Technically identify, plan, design and support all activities;
- Liaise with government agencies and regularly advocate on behalf of the project;
- Prepare the Annual Work Plan and Budget (AWP/B) and monitoring plan;
- Be responsible for day-to-day implementation of the project in line with the AWP;
- Ensure a results-based approach to project implementation, including maintaining a focus on project results and impacts as defined by the results framework indicators;
- Coordinate project interventions with other ongoing activities;
- Monitor project progress;
- Be responsible for the elaboration of FAO Project Progress Reports (PPR) and the annual Project Implementation Review (PIR); and
- Facilitate and support the mid-term evaluation/review and final evaluation of the project.

The **National Project Coordinator (NPC)** will be in charge of daily project management and technical supervision including: (i) coordinating and closely monitoring the implementation of project activities; (ii) day-to-day management; (iii) coordination with related initiatives; (iv) ensuring a high level of collaboration among participating institutions and organizations at the national and local levels; (v) tracking the project's progress and ensuring timely delivery of inputs and outputs; (vi) implementing and managing the project's monitoring and communications plans; (vii) organizing annual project workshops and meetings to monitor progress and preparing the Annual Budget and Work Plan (AWP/B); (viii) submitting the PPR with the AWP/B to the Project Steering Committee and FAO; (ix) acting as Secretary of the Project Steering Committee; and (x) preparing the PIR, and supporting the organization of the mid-term evaluation/review and final evaluation.

Likewise, under FAO rules and procedures and in conformity with this project document and the AWP/B, the NPC will identify expenses and disbursements that should be requested to FAO for the timely execution of the project. The NPC will monitor, provide technical support

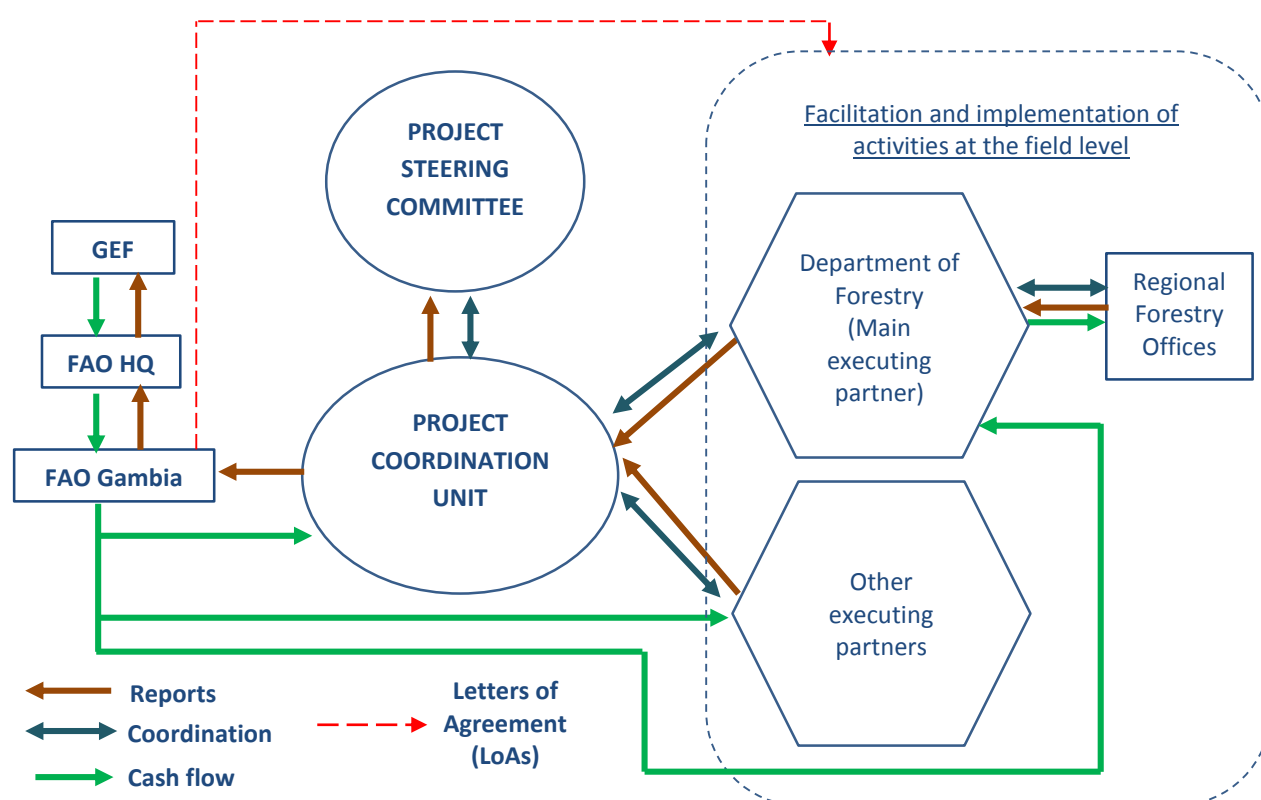
and assess the reports and outputs of the project's national consultants (financed by GEF funds).

Draft Terms of Reference (TOR) for the National Project Coordinator are listed in Appendix 6.

The **Operations and Finance Officer (OFO)** will assist the NPC in ensuring smooth and timely implementation of project activities through FAO's operational and administrative procedures.

Implementation arrangements are presented in Figure 4.

**Figure 4: Project implementation arrangements**



### 3.2.2 FAO's roles and responsibilities

#### *FAO's role in the project governance structure*

FAO will be the GEF Agency of the Project as well as the financial and operational executing agency. As financial and operational executing agency, FAO will provide procurement services and financial management services for GEF resources. As the GEF Agency, FAO will supervise and provide technical guidance for the overall implementation of the project. The administration of GEF grants will be in accordance with FAO rules and procedures and in accordance with the agreement between FAO and the GEF Trustee. As the GEF agency for the project, FAO will:

- Administrate funds from GEF in accordance with the rules and procedures of FAO;

- Oversee project implementation in accordance with the project document, work plans, budgets, agreements with co-financiers and the rules and procedures of FAO;
- Provide technical guidance to ensure that appropriate technical quality is applied to all activities concerned;
- Conduct at least one supervision mission per year; and
- Report to the GEF Secretariat and Evaluation Office, through the annual Project Implementation Review, on project progress and provide financial reports to the GEF Trustee.

At the request of the Government of The Gambia, FAO will also be executing agency of GEF resources, including financial management, procurement of goods and contracting of services, according to FAO rules and procedures. As financial executor, FAO will provide to the Project Steering Committee semi-annual reports including a financial statement of project expenditures.

In accordance with the present Project Document and the AWP/B(s) approved by the PSC, FAO will prepare budget revisions to maintain the budget updated in the financial management system of FAO and will provide this information to the PSC to facilitate the planning and implementation of project activities. In collaboration with the PCU and the PSC, FAO will participate in the planning of contracting and procurement processes. FAO will process due payments for delivery of goods, services and products upon request of the PCU and based on the AWP/B and Procurement Plans that will be annually approved by the PSC.

#### ***FAO's roles in internal organization***

The roles and responsibilities of FAO staff are regulated by the *FAO Guide to the Project Cycle, Quality for Results, 2015*, Annex 4: Roles and Responsibilities of the Project Task Force Members, and its updates.

The FAO Representative in Gambia will be the **Budget Holder** (BH) and will be responsible for the management of GEF resources. As a first step in the implementation of the project, the FAO Representation in Gambia will establish an interdisciplinary Project Task Force (PTF) within FAO, to guide the implementation of the project.

The PTF is a management and consultative body that integrate the necessary technical qualifications from the FAO relevant units to support the project. The PTM is composed of a Budget Holder, a Lead Technical Officer (LTO), the Funding Liaison Officer (FLO) and one or more technical officers based on FAO Headquarters (HQ Technical Officer).

In consultation with the LTO, the FAO Representative in Gambia will be responsible for timely operational, administrative and financial management of the GEF project resources, including in particular: (1) the acquisition of goods and contracting of services for the activities of the project, according to FAO's rules and procedures, in accordance with the approved AWP/B; (2) process the payments corresponding to delivery of goods, services and technical products in consultation with the PSC; (3) provide six-monthly financial reports including a statement of project expenditures to the PSC; and (4) at least once a year, or more frequently if required, prepare budget revisions for submission to the FAO-GEF Coordination Unit through the Field Programme Management Information System (FPMIS) of FAO.

The FAO Representative in Gambia, in accordance with the PTF, will give its non-objection to the AWP/Bs submitted by the PCU as well as the Project Progress Reports (PPRs). PPRs may be commented by the PTF and should be approved by the LTO before being uploaded by the BH in FPMIS.

The role of **Lead Technical Officer (LTO)** for the project is central to FAO's comparative advantage for projects. The LTO will oversee and carry out technical backstopping to the project implementation. The LTO will support the BH in the implementation and monitoring of the AWP/Bs, including work plan and budget revisions. The LTO is responsible and accountable for providing or obtaining technical clearance of technical inputs and services procured by the Organization.

In addition, the LTO will provide technical backstopping to the PT to ensure the delivery of quality technical outputs. The LTO will coordinate the provision of appropriate technical support from PTF to respond to requests from the PSC. The LTO will be responsible for:

- Review and give no-objection to TORs for consultancies and contracts to be performed under the project, and to CVs and technical proposals short-listed by the PCU for key project positions, goods, minor works, and services to be financed by GEF resources;
- Supported by the FAO Representation in Gambia, review and clear final technical products delivered by consultants and contract holders financed by GEF resources before the final payment can be processed;
- Assist with review and provision of technical comments to draft technical products/reports during project execution;
- Review and approve project progress reports submitted by the NPC, in cooperation with the BH;
- Support the FAO Representative in examining, reviewing and giving no-objection to AWP/B submitted by the NPC, for their approval by the Project Steering Committee;
- Ensure the technical quality of the six-monthly Project Progress Reports (PPRs). The PPRs will be prepared by the NPC, with inputs from the PT. The BH will submit the PPR to the FAO/GEF Coordination Unit for comments, and the LTO for technical clearance. The PPRs will be submitted to the PSC for approval twice a year. The BH will upload the approved PPR to FPMIS.
- Supervise the preparation and ensure the technical quality of the annual PIR. The PIR will be drafted by the NPC, with inputs from the PT. The PIR will be submitted to the BH and the FAO-GEF Coordination Unit for approval and finalization. The FAO/GEF Coordination Unit will submit the PIRs to the GEF Secretariat and the GEF Evaluation Office, as part of the Annual Monitoring Review report of the FAO-GEF portfolio. The LTO must ensure that the NPC and the PT have provided information on the co-financing provided during the year for inclusion in the PIR;
- Conduct annual (or as needed) supervision missions;
- Review the TORs for the mid-term evaluation/review, participate in the mid-term workshop with all key project stakeholders, development of an eventual agreed adjustment plan in project execution approach, and supervise its implementation; and

- Provide inputs for the TORs of the final evaluation as requested by FAO Office of Evaluation;

The **HQ Officer** is a member of the PTF, as a mandatory requirement of the FAO Guide to the Project Cycle. The HQ Officer has most relevant technical expertise - within FAO technical departments - related to the thematic of the project. The HQ Technical Officer will provide effective functional advice to the LTO to ensure adherence to FAO corporate technical standards during project implementation, in particular:

- Supports the LTO in monitoring and reporting on implementation of environmental and social commitment plans for moderate projects. In this project, the HQ officer will support the LTO in monitoring and reporting the identified risks and mitigation measures (Appendix 4) in close coordination with the project partners.
- Provides technical backstopping for the project work plan.
- Clears technical reports, contributes to and oversees the quality of Project Progress Report(s) (PPRs – see Section 3.5).
- May be requested to support the LTO and PTF for implementation and monitoring.
- Supports the LTO and BH in providing inputs to the TOR of the Final Evaluation as requested by OED.

The FAO-GEF Coordination Unit will act as **Funding Liaison Officer (FLO)**. The FAO/GEF Coordination Unit will review the PPRs and financial reports, and will review and approve budget revisions based on the approved Project Budget and AWP/Bs. This FAO/GEF Coordination Unit will review and provide a rating in the annual PIR(s) and will undertake supervision missions as necessary. The PIRs will be included in the FAO GEF Annual Monitoring Review submitted to GEF by the FAO GEF Coordination Unit. The FAO GEF Coordination Unit may also participate in the mid-term evaluation/review and final evaluation, and in the development of corrective actions in the project implementation strategy if needed to mitigate eventual risks affecting the timely and effective implementation of the project. The FAO GEF Coordination Unit will in collaboration with the FAO Finance Division request transfer of project funds from the GEF Trustee based on six-monthly projections of funds needed.

The FAO Financial Division will provide annual Financial Reports to the GEF Trustee and, in collaboration with the FAO-GEF Coordination Unit, request project funds on a six-monthly basis to the GEF Trustee.

### **3.2.3 Decision-making mechanisms of the project**

A multi-stakeholder **Project Steering Committee (PSC)** will be established to guide and oversee implementation of the project. The PSC will meet at least twice a year and its specific responsibilities will be:

- a) Provide guidance to the Project Coordination Unit (PCU) to ensure project implementation is in accordance with the project document;
- b) Review and approve any proposed revisions to the project results framework and implementation arrangements;
- c) Review, amend (if appropriate) and endorse all Annual Work Plans and Budgets;
- d) Review project progress and achievement of planned results as presented in six-monthly Project Progress Reports, Project Implementation Reviews (PIRs) and Financial Reports;



- e) Ensure that co-financing support will be available on time;
- f) Advise on issues and problems arising during project implementation;
- g) Facilitate cooperation between all project partners and facilitate collaboration between the Project and other relevant programmes, projects and initiatives in the country; and
- h) Approve ToR for midterm and final evaluations

The PSC chair will be nominated by DoF in consultation with PSC members. The Committee's composition will include representation from the Office of President, DoF, NEA, FAO Gambia, DoA, NACO, NGOs/CBOs, the GEF focal points, etc. The PSC may co-opt ad hoc representatives from the other partners from related projects, other relevant government departments, private sector etc. as may be necessary. Draft ToR for this committee will be prepared in the first quarter of project implementation. The PSC will have the mandate and flexibility to establish site-specific management committees and appoint site coordinators.

### 3.3 PLANNING AND FINANCIAL MANAGEMENT

The total cost of the project will be USD 15,784,447 of which USD 3,066,347 will be financed with a grant from the GEF.

#### 3.3.1 Financial plan (by components, outcome and co-financiers)

Table 5 presents the cost per component, outputs and source of funding and Table 6 shows the sources and types of confirmed cofinancing. FAO, as a GEF agency, will be responsible only for the execution of GEF resources and FAO co-financing.

**Table 5: Financial plan (by components, outcome and co-financier).**



**Table 6 Confirmed sources of co-financing**

Sources of co-financing	Co-financier (source)	Type of co-financing	Amount of co-financing (\$)
Government	Participatory Forest Management Programme (DoF)	In-kind	1,830,000
Government	Participatory Forest Management Programme (DoF)	Cash	370,000
Government	National Agricultural Land and Water Management Development Project	Cash	5,000,000
Government	Food and Agricultural Sector Development Project	Cash	2,800,000
NGO	ADWAC	Cash	450,000
Private Sector	NACO	In-kind	100,000
International	FAO	In-kind	100,000

Organization			
International Organization	FAO AAD	Cash	1,668,100
International Organization	FAO FFF	Cash	400,000
<b>Total Co-financing</b>			12,718,100

### 3.3.2 GEF Contribution

GEF contributions will be distributed into all three components, focusing on: i) hiring full time and part-time consultants that will form part of the PCU; ii) transfers of resources that will be made through Letters of Agreements (LoAs); iii) communications; iii) training; iv) travel and v) activities related to project monitoring and evaluation.

### 3.3.3 Government Contribution

#### Contribution of Participatory Forest Management Programme

Department of Forestry (DoF) will provide in-kind contributions spread across the three project components through provision of facilities (including regional forestry offices and space for PCU) and staff time, this will amount to USD 1.83 million.

DoF through the programme will continue its activities described under the baseline and specifically contribute to the project through renovation and maintenance of forest stations in the project area, basic maintenance of regional tree nurseries and bush fire prevention and management measures. The contribution to the project over the five year duration will be USD 370,000.

#### Contribution of National Agricultural Land and Water Management Development Project

The project's entire cofinancing contribution will be primarily towards Component 2, i) capacity development of women producers in the project site; ii) creation of local markets at strategic locations and market access infrastructure to be used by the community-forestry enterprises and agroforestry producers targeted by the project; and iii) infrastructure relevant to agroforestry development and production (irrigation systems, fencing, etc). The cofinancing contribution will be USD 5 million.

#### Contribution of Food and Agriculture Sector Development Project

The government project's cofinancing contribution will be towards Component 2 as well. The contribution will be the; i) establishment of agroforestry nurseries and development of agroforestry manuals, ii) development and strengthening of Market Information System (MIS); and iii) organization of business fora and promotional activities the small scale forest enterprises and producers targeted by this GEF project can benefit from. The cofinancing contribution will be USD 2.8 million.

### 3.3.4 FAO Contribution

FAO will provide USD 100,000 in-kind contributions and technical assistance and advice to complement activities in all the three components of the project. FAO contributions will also include office space and related services for project staff (including consultants) for the five-year duration of the project. FAO contribution through its two different projects implemented in the Gambia is described below.

#### FAO- Action against Desertification

The project's contribution (USD 1.5 million) under Component 1 will be through the national level capacity building efforts related to cross sectoral planning and management of initiatives related to sustainable forest/land management and landscape restoration, specifically monitoring and evaluation efforts at the landscape level. Under Component 2, in the project sites, landscape level planning and adoption of sustainable land management practices will be promoted and implemented, this landscape level activities will take into account and incorporate the SFM activities carried out through this GEF project. Under Component 3, the project will enhance awareness among all key national and local level stakeholders on issues related to desertification and land degradation, and improve knowledge on measures to combat desertification.

#### FAO- Forest and Farm Facility

FFF's contribution (USD 400,000) will be through Components 1 & 2. Under Component 1, FFF will continue the policy advocacy and capacity building activities at national level, specifically focusing on improving multisectoral processes related to sustainable management of natural resources at the national and local level. Specifically, FFF will work on renewing the Agricultural and Natural Resource (ANR) policy. Under Component 2, FFF will continue working with the small scale enterprises and farm producers. Specifically, the small holder value chains will be supported for functional upgrading of primary producers.

### **3.3.5 Inputs from other co-financiers**

#### NACO

NACO's contribution will be in-kind (USD 100,000) in the form of staff time, throughout the project period, across the components. The support will be provided for community mobilization, training development, manuals and management plans development.

#### ADWAC

Under Component 2, ADWAC will contribute USD 450,000. ADWAC will mobilize and promote community and household adoption of energy savings cooking stoves. ADWAC will also work with the women self-help groups developing their capacity to sustainable harvest and process NTFPs.

### **3.3.6 Financial management and reporting on GEF resources**

Financial management and reporting in relation to the GEF resources will be carried out in accordance with FAO's rules and procedures, and in accordance with the agreement between FAO and the GEF Trustee. On the basis of the activities foreseen in the budget and the project, FAO will undertake all operations for disbursements, procurement and contracting for the total amount of GEF resources.

**Financial records.** FAO shall maintain a separate account in United States dollars for the Project's GEF resources showing all income and expenditures. Expenditures incurred in a currency other than United States dollars shall be converted into United States dollars at the United Nations operational rate of exchange on the date of the transaction. FAO shall administer the Project in accordance with its regulations, rules and directives.

**Financial reports.** The BH shall prepare six-monthly project expenditure accounts and final accounts for the project, showing amount budgeted for the year, amount expended since the beginning of the year, and separately, the un-liquidated obligations as follows:

1. Details of project expenditures on outcome-by-outcome basis, reported in line with Project Budget (Appendix 3 of this Project document), as at 30 June and 31 December each year.
2. Final accounts on completion of the Project on a component-by-component and outcome-by-outcome basis, reported in line with the Project Budget (Appendix 3 of this Project document).
3. A final statement of account in line with FAO Oracle Project budget codes, reflecting actual final expenditures under the Project, when all obligations have been liquidated.

**Financial statements:** Within 30 working days of the end of each semester, the FAO Representation in Gambia shall submit six-monthly statements of expenditure of GEF resources, to present to the Project Steering Committee. The purpose of the financial statement is to list the expenditures incurred on the project on a six monthly basis compared to the budget, so as to monitor project progress and to reconcile outstanding advances during the six-month period. The financial statement shall contain information that will serve as the basis for a periodic revision of the budget.

The BH will submit the above financial reports for review and monitoring by the LTO and the FAO GEF Coordination Unit. Financial reports for submission to the donor (GEF) will be prepared in accordance with the provisions in the GEF Financial Procedures Agreement and submitted by the FAO Finance Division.

**Budget Revisions.** Semi-annual budget revisions will be prepared by the BH in accordance with FAO standard guidelines and procedures.

Responsibility for cost overruns:

The BH is authorized to enter into commitments or incur expenditures up to a maximum of 20 percent over and above the annual amount foreseen in the project budget under any budget sub-line provided the total cost of the annual budget is not exceeded.

Any cost overrun (expenditure in excess of the budgeted amount) on a specific budget sub-line over and above the 20 percent flexibility should be discussed with the GEF Coordination Unit with a view to ascertaining whether it will involve a major change in project scope or design. If it is deemed to be a minor change, the BH shall prepare a budget revision in accordance with FAO standard procedures. If it involves a major change in the project's objectives or scope, a budget revision and justification should be prepared by the BH for discussion with the GEF Secretariat.

Savings in one budget sub-line may not be applied to overruns of more than 20 percent in other sub-lines even if the total cost remains unchanged, unless this is specifically authorized by the GEF Coordination Unit upon presentation of the request. In such a case, a revision to the project document amending the budget will be prepared by the BH.

Under no circumstances can expenditures exceed the approved total project budget or be approved beyond the NTE date of the project. **Any over-expenditure is the responsibility of the BH.**

### Audit

The Project shall be subject to the internal and external auditing procedures provided for in FAO financial regulations, rules and directives and in keeping with the Financial Procedures Agreement between the GEF Trustee and FAO.

The audit regime at FAO consists of an external audit provided by the Auditor-General (or persons exercising an equivalent function) of a member nation appointed by the Governing Bodies of the Organization and reporting directly to them, and an internal audit function headed by the FAO Inspector-General who reports directly to the Director-General. This function operates as an integral part of the Organization under policies established by senior management, and furthermore has a reporting line to the governing bodies. Both functions are required under the Basic Texts of FAO which establish a framework for the terms of reference of each. Internal audits of accounts, records, bank reconciliation and asset verification take place at FAO field and liaison offices on a cyclical basis.

## **3.4 PROCUREMENT**

FAO will procure the equipment and services foreseen in the budget (Appendix 3) and the AWP/Bs, in accordance with FAO rules and procedures.

Careful procurement planning is necessary for securing goods, services and works in a timely manner, on a “Best Value for Money” basis, and in accordance with the Rules and Regulations of FAO. It requires analysis of needs and constraints, including forecast of the reasonable timeframe required to execute the procurement process. Procurement and delivery of inputs in technical cooperation projects follow FAO’s rules and regulations for the procurement of supplies, equipment and services (i.e. Manual Sections 502 and 507). Manual Section 502: “Procurement of Goods, Works and Services” establishes the principles and procedures that apply to procurement of all goods, works and services on behalf of the Organization, in all offices and in all locations, with the exception of the procurement actions described in Appendix A – Procurement Not Governed by Manual Section 502. Manual Section 507 establishes the principles and rules that govern the use of Letters of Agreement (LoA) by FAO for the timely acquisition of services from eligible entities in a transparent and impartial manner, taking into consideration economy and efficiency to achieve an optimum combination of expected whole life costs and benefits (“Best Value for Money”).

As per the guidance in FAO’s Project Cycle Guide, the BH will draw up an annual procurement plan for major items, which will be the basis of requests for procurement actions during implementation. The first procurement plan will be prepared at the time of project start-up, if not sooner, in close consultation with the NPC and LTU. The plan will

include a description of the goods, works, or services to be procured, estimated budget and source of funding, schedule of procurement activities and proposed method of procurement. In situations where exact information is not yet available, the procurement plan should at least contain reasonable projections that will be corrected as information becomes available.

The procurement plan shall be updated every 12 months and submitted to FAO BH and LTO for clearance, together with the AWP/B and annual financial statement of expenditures report for the next instalment of funds.

The BH, in close collaboration with the NPC, the LTO and the Finance Officer will procure the equipment and services provided for in the detailed budget in Appendix 3, in line with the AWP and Budget and in accordance with FAO's rules and regulations.

### **3.5 MONITORING AND REPORTING**

The monitoring and evaluation of progress in achieving the results and objectives of the project will be based on targets and indicators in the Project Results Framework (Appendix 1 and descriptions in sub-section 1.3.2). Monitoring and evaluation activities will follow FAO and GEF policies and guidelines for monitoring and evaluation. The monitoring and evaluation system will also facilitate learning and replication of the project's results and lessons in relation to the integrated management of natural resources.

#### **3.5.1 Oversight and monitoring responsibilities**

The monitoring and evaluation roles and responsibilities specifically described in the Monitoring and Evaluation table (see Table 3.4 below) will be undertaken through: (i) day-to-day monitoring and project progress supervision missions (PCU); (ii) technical monitoring of indicators to measure a reduction in land degradation (PCU and NPC in coordination with partners); (iii) mid-term evaluation/review and final evaluation (independent consultants and FAO Evaluation Office); and (v) monitoring and supervision missions (FAO).

At the beginning of the implementation of the GEF project, the PCU will establish a system to monitor the project's progress. Participatory mechanisms and methodologies to support the monitoring and evaluation of performance indicators and outputs will be developed. During the project inception workshop (see Section 3.5.3 below), the tasks of monitoring and evaluation will include: (i) presentation and explanation (if needed) of the project's Results Framework with all project stakeholders; (ii) review of monitoring and evaluation indicators and their baselines; (iii) preparation of draft clauses that will be required for inclusion in consultant contracts, to ensure compliance with the monitoring and evaluation reporting functions (if applicable); and (iv) clarification of the division of monitoring and evaluation tasks among the different stakeholders in the project. The M&E Expert (see TORs in Appendix 6) will prepare a draft monitoring and evaluation matrix that will be discussed and agreed upon by all stakeholders during the inception workshop. The **M&E matrix** will be a management tool for the NPC, and the Project Partners to: i) bi-annually monitor the achievement of output indicators; ii) annually monitor the achievement of outcome indicators; iii) clearly define responsibilities and verification means; iv) select a method to process the indicators and data.

The **M&E Plan** will be prepared by the M&E Expert in the three first months of the PY1 and validated with the PSC. The M&E Plan will be based on the M&E Table 7 and the M&E Matrix

and will include: i) the updated results framework, with clear indicators per year; ii) updated baseline, if needed, and selected tools for data collection (including sample definition); iii) narrative of the monitoring strategy, including roles and responsibilities for data collection and processing, reporting flows, monitoring matrix, and brief analysis of who, when and how will each indicator be measured. Responsibility of project activities may or may not coincide with data collection responsibility; iv) updated implementation arrangements, if needed; v) inclusion of the tracking tool indicators, data collection and monitoring strategy to be included in the mid-term review and final evaluation; vi) calendar of evaluation workshops, including self-evaluation techniques.

The day-to-day monitoring of the project's implementation will be the responsibility of the NPC and will be driven by the preparation and implementation of an AWP/B followed up through six-monthly PPRs. The preparation of the AWP/B and six-monthly PPRs will represent the product of a unified planning process between main project stakeholders. As tools for results-based-management (RBM), the AWP/B will identify the actions proposed for the coming project year and provide the necessary details on output and outcome targets to be achieved, and the PPRs will report on the monitoring of the implementation of actions and the achievement of output and outcome targets. Specific inputs to the AWP/B and the PPRs will be prepared based on participatory planning and progress review with all stakeholders and coordinated and facilitated through project planning and progress review workshops. These contributions will be consolidated by the NPC in the draft AWP/B and the PPRs.

An annual project progress review and planning meeting should be held with the participation of the project partners to finalize the AWP/B and the PPRs. Once finalized, the AWP/B and the PPRs will be submitted to the FAO LTO for technical clearance, and to the Project Steering Committee for revision and approval. The AWP/B will be developed in a manner consistent with the Project Results Framework to ensure adequate fulfillment and monitoring of project outputs and outcomes.

Following the approval of the Project, the PY1 AWP/B will be adjusted (either reduced or expanded in time) to synchronize it with the annual reporting calendar. In subsequent years, the AWP/Bs will follow an annual preparation and reporting cycle as specified in Section 3.5.3 below.

### **3.5.2 Indicators and sources of information**

In order to monitor the outputs and outcomes of the project, including contributions to global environmental benefits, a set of indicators is set out in the Project Results Framework (Appendix 1). The Project Results Framework indicators and means of verification will be applied to monitor both project performance and impact. Following FAO monitoring procedures and progress reporting formats, data collected will be sufficiently detailed that can track specific outputs and outcomes, and flag project risks early on. Output target indicators will be monitored on a six-monthly basis, and outcome target indicators will be monitored on an annual basis, if possible, or as part of the mid-term and final evaluations.

Project output and outcome indicators have been designed to monitor both biophysical and socioeconomic impacts. The main sources of information to support the M&E plan include: i) participatory project monitoring systems; ii) participatory workshops to review progress with

stakeholders and beneficiaries; iii) in-situ monitoring of the implementation of best SFM practices; iv) progress reports prepared by the NPC with input from the in-country partners, project specialists and other stakeholders; v) consultancy reports; vi) training reports; vii) mid-term evaluation/review and final evaluation; viii) financial reports and budget reviews; ix) PIRs prepared by the FAO LTO with the support of the FAO Representation in Gambia; and x) FAO-supervised mission reports.

### 3.5.3 Reporting schedule

Specific reports that will be prepared under the monitoring and evaluation program are: (i) Project inception report; (ii) Annual Work Plan and Budget (AWP/B); (iii) Project Progress Reports (PPRs); (iv) Annual Project Implementation Review (PIR); (v) Technical reports; (vi) Co-financing reports; and (vii) Fermal Report. In addition, the GEF tracking tool for land degradation will be completed and will be used to compare progress with the baseline established during the preparation of the project.

**Project Inception Report.** After FAO internal approval of the project an inception workshop will be held. Immediately after the workshop, the NPC will prepare a project inception report in consultation with the FAO Representation in Gambia and other project partners. The report will include a 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. It will also include a detailed first year AWP/B and the M&E Matrix (see above). The draft inception report will be circulated to FAO and the PSC for review and comments before its finalization, no later than three months after project start-up. The report will be cleared by the FAO BH, LTO and the FAO/GEF Coordination Unit. The BH will upload it in FPMIS.

**Annual Work Plan and Budget(s) (AWP/Bs).** The NPC will present a draft AWP/B to the PSC no later than 10 December of each year. The AWP/B should include detailed activities to be implemented by project outcomes and outputs and divided into monthly timeframes and targets and milestone dates for output and outcome indicators to be achieved during the year. A detailed project budget for the activities to be implemented during the year should also be included together with all monitoring and supervision activities required during the year. The FAO Representation in Gambia will circulate the draft AWP/B to the FAO Project Task Force and will consolidate and submit FAO comments. The AWP/B will be reviewed by the PSC and the PCU will incorporate any comments. The final AWP/B will be sent to the PSC for approval and to FAO for final no-objection. The BH will upload the AWP/Bs in FPMIS.

**Project Progress Reports (PPR).** PPRs will be prepared by the PMU based on the systematic monitoring of output and outcome indicators identified in the project's Results Framework (Annex 1). The PPRs are used to identify constraints, problems or bottlenecks that impede timely implementation and take appropriate remedial action. PPRs will be prepared based on the systematic monitoring of output and outcome indicators identified in the Project Results Framework (Appendix 1), AWP/B and M&E Plan. The Budget Holder has the responsibility to coordinate the preparation and finalization of the PPR. Each semester the National Project Coordinator (NPC) will prepare a draft PPR, and will collect and consolidate



any comments from the FAO PTF. The NPC will submit the final PPRs to the FAO Representative in Gambia every six months, prior to 10 June (covering the period between January and June) and before 10 December (covering the period between July and December). The July-December report should be accompanied by the updated AWP/B for the following Project Year (PY) for review and no-objection by the FAO PTF. After LTO, BH and FLO clearance, the FLO will ensure that project progress reports are uploaded in FPMIS in a timely manner.`

### **Annual Project Implementation Review (PIR).**

The BH (in collaboration with the PMU and the LTO) will prepare an annual PIR covering the period July (the previous year) through June (current year) to be submitted to the FLO for review and approval **no later than (check each year with FAO GEF Coordination Unit but roughly end June/early July each year)**. The FAO GEF Coordination Unit will submit the PIR to the GEF Secretariat and GEF Evaluation Office as part of the Annual Monitoring Review report of the FAO-GEF portfolio. PIRs will be uploaded on the FPMIS by the FAO GEF Coordination Unit.

Key milestones for the PIR process:

- **Early July:** the LTOs submit the draft PIRs (after consultations with BHs, project teams) to the FAO GEF Coordination Unit ([faogef@fao.org](mailto:faogef@fao.org) , copying respective GEF Unit officer) for initial review;
- **Mid July:** FAO GEF Coordination Unit responsible officers review main elements of PIR and discuss with LTO as required;
- **Early/mid-August:** FAO GEF Coordination Unit prepares and finalizes the FAO Summary Tables and sends to the GEF Secretariat by (date is communicated each year by the GEF Secretariat through the FAO GEF Unit);
- **September/October:** PIRs are finalized. PIRs carefully and thoroughly reviewed by the FAO GEF Coordination Unit and discussed with the LTOs for final review and clearance;
- **Mid November 17:** (date to be confirmed by the GEF): the FAO GEF Coordination Unit submits the final PIR reports -cleared by the LTU and approved by the FAO GEF Coordination Unit- to the GEF Secretariat and the GEF Independent Evaluation Office.

**Technical reports.** Technical reports will be prepared by national, international consultants (partner organizations under LOAs) as part of project outputs and to document and share project outcomes and lessons learned. The drafts of any technical reports must be submitted by the PCU to the BH who will share it with the LTO. The LTO will be responsible for ensuring appropriate technical review and clearance of said report. The BH will upload the final cleared reports onto the FPMIS. Copies of the technical reports will be distributed to project partners and the Project Steering Committee as appropriate.

**Co-financing reports.** The BH, with support from the PCU, will be responsible for collecting the required information and reporting on co-financing as indicated in the Project Document/CEO Request. The PCU will compile the information received from the executing partners and transmit it in a timely manner to the LTO and BH. The report, which covers the

period 1 July through 30 June, is to be submitted on or before 31 July and will be incorporated into the annual PIR. The format and tables to report on co-financing can be found in the **PIRGEF Land Degradation Tracking Tool**. In compliance with GEF policies and procedures, tracking tools on the land degradation focal area should be sent to the GEF Secretariat in three stages: (i) with the project approval document by the GEF Executive Director; (ii) with the mid-term evaluation/review of the project; and (iii) with the final evaluation of the project. The TT will be uploaded in FPMIS by the FAO GEF Coordination Unit. The TT are developed by the Project Design Specialist, in close collaboration with the FAO Project Task Force. They are filled in by the PCU and made available for the mid-term review and again for the final evaluation.

### Terminal Report.

Within two months before the end date of the project, and one month before the Final Evaluation, the PCU will submit to the BH and LTO a draft Terminal Report. The main purpose of the Terminal Report is to give guidance at ministerial or senior government level on the policy decisions required for the follow-up of the project, and to provide the donor with information on how the funds were utilized. The Terminal Report is accordingly a concise account of the main products, results, conclusions and recommendations of the project, without unnecessary background, narrative or technical details. The target readership consists of persons who are not necessarily technical specialists but who need to understand the policy implications of technical findings and needs for insuring sustainability of project results.

### 3.5.4 Monitoring and Evaluation summary

Table 7 summarizes the main monitoring and evaluation reports, parties responsible for their publication and time frames.

**Table 7 Summary of main monitoring and evaluation activities**

M&E Activity	Responsible parties	Time frame/ Periodicity	Budget
Inception workshop	NPC; FAO Gambia (with support from the LTO, and FAO-GEF Coordination Unit)	Within two months of project start up	USD 5000
Project Inception report	NPC, Expert M&E and FAO Gambia with clearance by the LTO, BH and FAO-GEF Coordination Unit	Immediately after the workshop	-
Field-based impact monitoring	NPC; project partners, local organizations	Continuous	USD 10 800 (9% of the Project Coordinator's time, technical workshops to identify indicators, monitoring and

M&E Activity	Responsible parties	Time frame/ Periodicity	Budget
			evaluation workshops)
Supervision visits and rating of progress in PPRs and PIRs	NPC; FAO (FAO Gambia, LTO). FAO-GEF Coordination Unit may participate in the visits if needed.	Annual, or as needed	FAO visits will be borne by GEF agency fees  Project Coordination visits shall be borne by the project's travel budget
Project Progress Reports (PPRs)	BH with support from NPC, with stakeholder contributions and other participating institutions	Six-monthly	USD 4200 (3.5% of the Project Coordinator's time)
Project Implementation Review (PIR)	BH (in collaboration with the PCU and the LTO) Approved and submitted to GEF by the FAO-GEF Coordination Unit	Annual	FAO staff time financed through GEF agency fees.  PCU time covered by the project budget.
Co-financing reports	BH with support from PCU and input from other co-financiers	Annual	USD 1200 (1% the Project Coordinator's time)
Technical reports	NPC, FAO (LTO, FAO Gambia)	As needed	-
Mid-term evaluation (MTE)/review (MTR)	MTE: FAO Independent Evaluation Unit in consultation with the project team, including the FAO-GEF Coordination Unit and others  MTR: FAO Gambia, External consultant, in consultation with the project team, including the FAO-GEF Coordination Unit and others	Midway through the project implementation period	USD 30,000 by an external consultancy
Final evaluation	External consultant, FAO Independent Evaluation Unit in consultation with the project team, including	At the end of the project	USD 45,000 by an external consultancy. FAO staff time and travel costs will be

M&E Activity	Responsible parties	Time frame/ Periodicity	Budget
	the FAO-GEF Coordination Unit and others		financed by GEF agency fees
Terminal Report	NPC; FAO (FAO Gambia, LTO, FAO-GEF Coordination Unit, TCS Reporting Unit)	Two months prior to the end of the project.	USD 5000
<b>Total budget</b>			USD 101 200

### 3.6 EVALUATION PROVISIONS

A Mid-Term Review/Evaluation will be undertaken at project mid-term to review progress and effectiveness of implementation in terms of achieving the project objectives, outcomes and outputs. Findings and recommendations of this review/evaluation will be instrumental for bringing improvement in the overall project design and execution strategy for the remaining period of the project's term. FAO will arrange for the mid-term review/evaluation in consultation with the project partners. The evaluation will, *inter alia*:

- (i) review the effectiveness, efficiency and timeliness of project implementation;
- (ii) analyze effectiveness of partnership arrangements;
- (iii) identify issues requiring decisions and remedial actions;
- (iv) propose any mid-course corrections and/or adjustments to the implementation strategy as necessary; and
- (v) highlight technical achievements and lessons learned derived from project design, implementation and management.

It is recommended that an independent Final Evaluation (FE) be carried out three months prior to the terminal review meeting of the project partners. The FE will aim to identify the project impacts and sustainability of project results and the degree of achievement of long-term results. This evaluation will also have the purpose of indicating future actions needed to sustain project results and disseminate products and best-practices within the country and to neighbouring countries.

### 3.7 COMMUNICATION AND VISIBILITY

In Component 1, the activities related to national level capacity building will have high visibility as it will involve all the key sectors and respective technical officers, and the civil society. The multistakeholders regional dryland forest management forums established and the dryland forest management and rehabilitation supplement strategy developed under the component will be carried out through extensive consultations with all relevant national and regional stakeholders, this will inherently raise the visibility of the project.

Under Component 2, given the present positive discourse on community forestry in the country, activities related to strengthening of community forestry and SFM in the context of community forestry will be provided high visibility through local media (radio talk shows, press releases, etc).

In Component 3, the key activity related to the communication and visibility will be the yearly project newsletters. The newsletter will not only contribute to the visibility of the project, but also annually communicate the progress and the key lessons learnt for the period. At the end of the project, in conjunction with the terminal workshop a daylong meeting will be held to disseminate the project results, key lessons learnt and best practices captured through the project. This will also be documented through the end of project newsletter.

## SECTION 4 – SUSTAINABILITY OF RESULTS

The project has been designed to remove identified barriers and create an enabling environment for the implementation of community-based sustainable forest management.

It is expected that as of PY 5 of the project, institutions, communities, and other stakeholders will be able to give continuity to the activities undertaken by the project.

Factors that encourage sustainability in its social, environmental, economic, and capacity-building dimensions are listed below:

### 4.1 SOCIAL SUSTAINABILITY

The implementation of the project will include defining factors that ensure social sustainability:

- **Capacity development** (see subsection 4.4)
- **Gender equality and gender mainstreaming** at the institutional and community levels. The project will promote the participation of women and empowering them to strengthen their role in planning and decision-making, and to improve their productivity, incomes, and living conditions. At the institutional level, participation will take place in the dryland forest management forums and the regional task forces established, by ensuring that women make up at least 30% of the members. The project will also facilitate women's access to training and technical assistance. Training programmes delivered through the project will ensure that at least 30% of the participants are women. At the community level, as documented in the baseline assessment and explained under Section 1, women's participation in community forestry and decision making processes is quite healthy, the project will sustain this and will work to improve it further. Community Forestry Committees (CFCs) and Joint Forest Park Management (JFPM) committees will comprise of at least 30% of women. Data will be disaggregated by gender to monitor for the differential impacts of the project and female beneficiaries will be involved and represented in all project activities. Women will make up at least 30% of the beneficiaries of the project.
- **Food security** has very strong linkages to the ecosystem goods and services provided by the dryland forests. The sustainable management of the forests targeted by the project will ensure the flow of NTFPs that act as a key safety net for local communities, and the availability of fuelwood for local use. Agroforestry practices, in addition to diversifying production, will contribute immensely to household level food security.
- **Ownership by local institutions and communities** of the overall processes of the project is vital for the social sustainability of the project. The basic tenet of community forestry and joint forest park management is the commitment and display of ownership by local communities and strong facilitation of local institutions; the project's strategy is to implement SFM through CF and JFPM (and the respective committees), and this will ensure continued ownership at the local level.

### 4.2 ENVIRONMENTAL SUSTAINABILITY

The project will be implemented in areas under severe threat of degradation and hold importance in the context of combating desertification. This project will intensify efforts to manage these forests sustainably ensuring the flow of ecosystem services. Pressures on the forest resources will be reduced (including grazing management and improved cooking

stoves); this coupled with assisted natural regeneration will allow rehabilitation of native vegetation.

Through the CF management plans and JFPM agreements, and the benefits derived by the involved communities through the plans/agreements, environmental gains are generated through the project.

#### **4.3 FINANCIAL AND ECONOMIC SUSTAINABILITY**

The financial and economic sustainability of the project will be achieved to the extent that these activities are financially and economically viable for the parties involved, including the Community Forest Committees (CFCs) and their members.

The activities promoted by the project will help increase the financial and economic sustainability of rural beneficiaries and improve their livelihoods. The project's dissemination of dryland forest management best practices will tend to improve financial sustainability in the medium term through training, initial investment, and technical support during the project period.

The project will support the design of a dryland forest management strategy, helping to channel resources and investments from the national budget for the sustainable management of the forests.

#### **4.4 SUSTAINABILITY OF CAPACITY DEVELOPMENT**

Capacity development is one of the essential pillars that will ensure the project's sustainability at the CF and institutional levels.

The project will address two dimensions of capacity development according to the approach developed by FAO on sustainability. 1) Technical capabilities; directed at producers (in this case the communities involved in SFM through community forestry) and entities directly providing technical support to the producers. 2) Functional capabilities; aimed at support organizations (both government and non-government), to plan, direct, manage, and sustain change initiatives that ensure that specialized technical expertise will be incorporated into local systems and processed in a sustainable manner.

With regard to technical capabilities, the project will strengthen the theoretical and practical skills of regional level support institutions (Department of Forestry extension and regional staff, CBOs/NGOs), and the Community Forestry Committee (CFC) and Joint Forest Park Management (JFPM) committee members in CF concepts and SFM practices and techniques relevant to dryland forests. These trainings will give special consideration to youth and women, who constitute the most vulnerable sectors of the population.

With regard to functional capabilities, the trainings conducted at the national level (for all relevant sectors), and for the regional task forces and multi-sectoral forums, will strengthen the functional capabilities of the support systems. This will ensure that the systems can effectively provide technical assistance services and have the capabilities to take into account the technical considerations and issues (relevant to sustainable dryland forest management) when preparing/planning programmes and initiatives.

Sustainability at the CF level will be ensured through local level skill transfers, and the long-term nature of CF tenure transfer. The improvement in functional capabilities will ensure

institutionalization of technical expertise, and this will sustain capacities at the institutional level.

#### **4.5 APPROPRIATENESS OF TECHNOLOGIES INTRODUCED and COST/EFFECTIVENESS**

##### **Technologies**

The Project will promote tested and cost-effective resource management, utilization and production practices. These practices include assisted natural regeneration, forest protection, forest rehabilitation, agroforestry (with native species), grazing/pasture management, holistic bushfire prevention and control, sustainable harvesting of forest products, and improved processing of forest products.

The Project will use training methodologies and technical assistance approaches currently used by FAO that are known and accepted by technical experts and producers. Local knowledge of farmers and indigenous communities is included in this approach.

Project technical feasibility is based on the presence of entities with sufficient fundamental technical capacity to support and further transfer local technologies at the ground level. The Department of Forestry and various national and local organizations and entities (including the executing and co-financing partners of this project) have a long track record of providing extension services, promoting community forestry and SFM practices, supporting small scale forest enterprises and expansion of improved cooking stoves.

##### **Cost/effectiveness**

The project design is cost-effective because it is based upon baseline initiatives, national and local skills and infrastructure, and national and local policies. During full project preparation, a number of strategies and methodologies have been identified that are complementary and synergic among them and are cost/effective ways of removing the barriers and addressing the threats to GEBs detailed in sub-sections 1.2.1 and 1.2.3 above. These strategies and methodologies are detailed below:

- i) The project development is based on extensive consultations and coordination between key sectoral partners in the country, this is reflected in the co-financing partnerships, this will enhance synergies, avoid duplication of efforts, and reduce the implementation costs;
- ii) The participation of key stakeholders (including national level government entities in PSC) will ensure that decision-making and project implementation will be aligned to local development priorities and public financing mechanisms;
- iii) Training and awareness-raising among local communities participating in community forestry will contribute to sustainable management of forests and the application of appropriate techniques; training of Community Forestry Committee (CFC) and Joint Forest Park Management (JFPM) committee members, and their hands on experience in techniques implemented through the project will ensure that these members are promoters of these practices at the local level, ensuring their cost effective dissemination
- iv) Strengthening the community based forest enterprises through value chain approach and turning them into market-oriented businesses is a cost effective way to make the respective CFs economically and financially sustainable



- v) The institutional capacities developed at the national and regional levels will contribute to the scale-up of the project activities, helping the effective management of natural resources at the regional levels;
- vi) The systematization of experiences and lessons learned made available to project partners and key stakeholders will also contribute to a cost/effective replication of project results throughout the country.

## **4.6 INNOVATIVENESS, REPLICATION and SCALE-UP**

### **Innovativeness**

The project promotes a multi-sectoral approach and coordination at the sub-sector level (dryland forest management), building on existing sectoral coordination mechanisms, to ensure mainstreaming of dryland forest management issues. The project strategy is also based on strengthening local institutions and establishing local level support systems (e.g. regional CF task forces). The established local support systems will not be just a means for providing assistance in terms of dryland forest management and community forestry but they would be a channel to provide inputs to national sectoral processes and planning, and escalate bottlenecks and issues to find effective and quick solutions. At the ground level, the project will be innovative, as it will link up forest enterprises to the Market Information System (MIS) established under the agricultural sector, and will promote an indigenous improved cooking stove at a bigger scale, addressing the key barrier in promoting improved cooking stove, viz. social acceptance.

### **Replication and up-scaling**

The project sites are representative of dryland forests in the Gambia that are under the threat of severe degradation. The SFM, agroforestry and other practices implemented by the project are replicable in other areas of the country. The systematization of experiences and lessons learned will also serve to promote the replication of project results at the national and international levels.

The up-scaling potential of the project activities and results is high, given its complementarity with national policies, plans, and programs (see sub-section 1.2.2), the continuous display of willingness by the local communities to take up management of forests in their locality, and the recent demonstration by the government to officially transfer the tenure to local communities practicing SFM. The main project partner and government counterpart, Department of Forestry, building on the improved enabling framework (including strengthened policy, multi-sectoral coordination mechanism, local level support systems, and capacity development) and techniques/practices implemented through the project, will lead the scaling up throughout the country, as per its mandate.

In addition, the FAO Representation in Gambia will disseminate information on the results and lessons learned with other countries in the region with similar characteristics and problems through the FAO Sub-regional Office for West Africa.

## APPENDICES

**APPENDIX 1 and 2: RESULTS FRAMEWORK AND ACTIVITIES PLAN**



Results Matrix and  
Activities Plan

**APPENDIX 3: PROJECT BUDGET**



Results based  
budget

## APPENDIX 4: RISK MATRIX

	Description of risk	Impact <sup>1</sup>	Probability of occurrence <sup>1</sup>	Degree of incidence	Mitigation actions	Responsible party
1	<b>Institutional risk:</b> difficulties in institutional cooperation between Department of Forestry and other key government institutional partners (National Environment Agency, Department of Parks and Wildlife Management, Department of Agriculture) arising out of changes in political orientation, and intrinsically contradicting institutional targets and priorities.	<b>H:</b> The project activities will take place in a compartmentalized manner and the project results will be severely affected. The positive results generated by the project will not be sustainable either.	ML	Amber	<p>The project will work closely with the Agriculture and Natural Resources (ANR) platform, and will establish under the forum a sub-coalition focusing specifically on dryland forest management issues. The ANR platform, at the national level, works towards ensuring effective multisectoral coordination. The sub-coalitions established by the project will ensure multisectoral coordination at all levels with regards to the dryland forest management issues.</p> <p>The project's steering committee will also comprise of senior members from the partner government agencies ensuring constant involvement and coordination.</p>	Project Steering Committee (PSC)
2	<b>Political-institutional risk:</b> difficulties in securing co-financing	<b>H:</b> The ability of the project to deliver on all the outcomes depends on co-financing contributions, for example: Market Information System (MIS) to be developed under the Food and Agriculture Sector Development Project is key to link the forest enterprises, targeted by the project, to the national markets.	ML	Amber	The project's participatory design ensures strong government commitment to the initiative. All project partners have expressed their willingness to support the initiative through formal co-financing commitment letters. The PSC will continuously follow up on the co-financing commitments.	FAO/PCU & PSC

<sup>1</sup> H: High; MH: Moderately High; ML: Moderately Low; L: Low

	Description of risk	Impact <sup>1</sup>	Probability of occurrence <sup>1</sup>	Degree of incidence	Mitigation actions	Responsible party
3	<b>Social risks:</b> lack of interest or sense of ownership on the part of local communities	<b>H:</b> This is will severely affect all the aspects of the project implementation and delivery at the ground level, especially given the community-driven nature of the project	L	Green	Communities participate in the Community Forestry (CF) scheme voluntarily and with great engagement due to the multiple (and known) benefits, and given the fact the project is aiming to strengthen CF the probability of this risk is very low.  Moreover, communities have been consulted during the preparation of the project and have expressed their interest and willingness to participate in the project activities.	PCU and Executing Partners
4	<b>Community forests tenure conflict risks:</b> targeted CFs have conflicts with regards to informal and customary tenure (local communities participating in CF demarcate their customary forests as one of the preliminary steps for formal CF tenure transfer). The conflicts can arise during the demarcation and even later during the Preliminary Community Forestry Management Agreement (PCFMA) stage between neighbouring communities claiming rights over the forests	<b>ML:</b> Possible halt or delay in the program's activity in the particular CF	ML	Amber	The targeted CFs under the project were chosen keeping in mind the customary tenure conflicts, and none of the CFs have any documented conflicts.  If any CFs under preparatory/start up or preliminary stage have conflicts arising during the project duration, this will be addressed through the regional CF task force established under the project.	PCU and Executing partners
5	<b>Socio-economic risk:</b> conflicts between members of Community Forestry Committees (CFCs) and Joint Forest Park Management (JFPM) committees for access to benefits.	<b>MH:</b> These conflicts will affect the project activities and results, specifically under Component 2	ML	Green	JFPM agreements and CF management plans are generally very clear on equitable and fair sharing of benefits derived through CF and JFPM. CF management plans and JFPM agreements developed through the project will establish	FAO/PCU

	Description of risk	Impact <sup>1</sup>	Probability of occurrence <sup>1</sup>	Degree of incidence	Mitigation actions	Responsible party
					clear criteria for benefit sharing. Any conflicts arising would be dealt within through the respective CFCs and JFPM committees.	
6	<b>Political risk:</b> reduction in political will and decrease in support from the government	<b>MH:</b> This could influence the institutional priorities and support, specifically from the main government counterpart's side. This will affect all aspects of the project delivery.	ML	Amber	The government has fully backed the development of the project and high level participation was ensured both at the project preparation and validation workshops. The project through its PSC will constantly coordinate with high level policy makers to keep them appraised and maintain their support for the project.	PCU, PSC
7	<b>Climate contingency risk:</b> possibility of extreme weather events throughout the time frame of the project, involving significant changes in the project's baseline natural conditions related to agroforestry and forestry	<b>ML:</b> The technical practices related to SFM and agroforestry implemented by the project turns ineffectual over the course of the project	ML	Amber	<p>The plant and tree species used for forest rehabilitation and agroforestry will be chosen considering the known patterns of climate change (for example: in the context of Gambia, the species will be chosen to be resilient to droughts).</p> <p>A mechanism to monitor and forecast possible extreme events will be established during the inception phase, defining early response mechanisms in agreement with the institutions that are responsible for such contingencies.</p>	PCU

## APPENDIX 5: ENVIRONMENTAL AND SOCIAL ASSESSMENT



ESR Form



## **APPENDIX 6. TERMS OF REFERENCE**

**Draft<sup>15</sup>**

### **National Project Coordinator**

Under the overall supervision of the FAO Representative in Gambia, and the direct supervision of the Lead Technical Officer (LTO), the National Project Coordinator (PC) will act as the leader of the Project's Coordination Unit (PCU) and will be responsible for leading, supervising and coordinating all activities aimed at the successful implementation of the three project components, budget execution, team management, and maintenance of institutional relationships with project partners. The Coordinator will be responsible for overall and annual planning, the preparation of contracts and agreements with organizations and consultants, technical supervision of the PCU members and advisers, and the daily management of the project.

#### **Main responsibilities**

- Direct the execution of the project's technical and administrative activities, in cooperation with the regional project coordinators of Components 1, 2, and 3, with LTO technical supervision at the Regional Office and FAO Headquarters in Rome.
- Coordinate and participate in the start-up workshop, and the planning workshops with local stakeholders and project partners for the preparation of the Annual Work Plan(s) and Budget(s) (AWP/B).
- Provide technical assistance and guide project partners in the implementation of activities related to the project.
- Periodically conduct supervisory visits in the field and advise the technical personnel of the project partners.
- Permanent coordination and communication with project partners' personnel in charge of project activities.
- Monitor risks according to the risk matrix (see APPENDIX 4) and ensure the implementation of mitigation measures.
- Ensure that the SFM approaches are applied throughout the implementation of the project.
- Prepare the Project Progress Reports (PPRs) and the Terminal Report (TR) in coordination with the project team and submit it for the consideration and review of the LTO and the Project Steering Committee (PSC)..
- Provide input to the Annual Project Implementation Review(s) (PIR) to be finalized by the BH.
- Advise project partners in the preparation of reports on in-kind and in-cash cofinancing provided by co-financiers and other partners that were not foreseen in the Project Document.
- In consultation with the PSC, the FAO Evaluation Office, the LTO and the FAO-GEF Coordination Unit, assist in organizing the mid-term evaluation/review and final evaluation.

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<sup>15</sup> Consultants' Terms of Reference will be developed and validated during the project's inception.

- Coordinate the review and approval of the terms of reference and technical specifications, in order to proceed to the corresponding contracts.
- Coordinate work plans with the consultants hired to implement the project.
- Organize and serve as Secretary for the PSC and Liaison Committee meetings.
- Make the necessary arrangements to facilitate—through agreements and interagency partnerships with local or national government bodies, as well as the private sector—the development of the project and the achievement of its outcomes.
- Ensure technical compliance with project objective, outcomes and outputs, and follow the monitoring and evaluation plan prepared by the M&E Expert.
- Coordinate the implementation of the project’s communication strategy and the institutional strengthening activities.

### **Required professional profile**

- Bachelor’s or higher degree in a field related to the project (forestry, natural resource management, etc).
- Minimum of ten years experience in the management of forestry projects.
- Minimum of three years experience in coordinating development projects or components financed by international organizations.
- Experience in the coordination of multidisciplinary teams.
- Knowledge and experience in results-based management, development and implementation of budgets, preparation of technical and financial reports, and monitoring and evaluation.
- Ability to prepare concise reports according to United Nations standards.
- Knowledge and use of participatory planning tools.
- Extensive knowledge of the socioeconomic reality of Gambia and the problems of gender equality.
- Proven ability to lead a team and capacity for teamwork.
- Excellent oral and written skills.
- Experience managing GEF projects desired.
- Experience in implementation and evaluation of FAO projects desired.
- Availability to travel frequently to the project sites.

**Duration:** 60 months

**Location:** Banjul and with frequent travel to the areas covered by the project.

**Languages:** English

## **Operations and Administration Officer**

Under the direct supervision of the FAO BH and in consultation with the PC, the Operations and Administrative Officer (note: might be two separate positions) will have the following responsibilities and functions:

- Ensure smooth and timely implementation of project activities in support of the results-based work plan, through operational and administrative procedures according to FAO rules and standards;
- Coordinate the project operational arrangements through contractual agreements with key project partners;
- Arrange the operations needed for signing and executing Letters of Agreement (LoA) with relevant project partners;
- Maintain inter-departmental linkages with FAO units for donor liaison, Finance, Human Resources, and other units as required;
- Day-to-day manage the project budget, including the monitoring of cash availability, budget preparation and budget revisions to be reviewed by the PC;
- Ensure the accurate recording of all data relevant for operational, financial and results-based monitoring;
- Ensure that relevant reports on expenditures, forecasts, progress against work plans, project closure, are prepared and submitted in accordance with FAO and GEF defined procedures and reporting formats, schedules and communications channels, as required;
- Execute accurate and timely actions on all operational requirements for personnel-related matters, equipment and material procurement, and field disbursements;
- Participate and represent the project in collaborative meetings with project partners and the Project Steering Committee, as required;
- Undertake missions to monitor the outputs-based budget, and to resolve outstanding operational problems, as appropriate;
- Be responsible for results achieved within her/his area of work and ensure issues affecting project delivery and success are brought to the attention of higher level authorities through the BH in a timely manner;
- In consultation with FAO Evaluation Office, the LTU, and FAO-GEF Coordination Unit, support the organization of the mid-term evaluation/review and final evaluation, and provide inputs regarding project budgetary matters;
- Provide inputs and maintain the FPMIS systems up-to-date; and
- Undertake any other duties as required.

## **Qualifications**

- University Degree in Economics, Business Administration, or related fields;
- Five years of experience in project operation and management related to natural resources management, including field experience in developing countries;
- Proven capacity to work and establish working relationships with government and non-government representatives;
- Excellent English language skills; and
- Knowledge of FAO's project management systems (desirable).

***\* Specific ToRs for the short term consultants will be developed by the NPC, based upon the guidance of this document.***

## APPENDIX 7. PROJECT SITES, SITE SPECIFIC INFORMATION AND MAPS

### Community forests and joint parks targeted

#### Cluster: 1 Lower River Region- Kiang

**Table 1- Phase: Start-Up**

No	District	Village	CF Name	Size (ha)	Remarks
1	Kiang west	Joli	Ngongi	340	Preliminarily Demarcated
2		Kuyang	Sudala	170	Preliminarily Demarcated
3		Taborang koto	Koba	40	Preliminarily Demarcated
4		Keneba	jumutung	191	Preliminarily Demarcated
5		Dumbuto	Duskunku	264	Preliminarily Demarcated
6	Kiang Central	Kwinella Nia kunda	Kankanang	158	Preliminarily Demarcated
7	Kiang East	Genieri	Gifoyang	138	Preliminarily Demarcated
<b>Total</b>				<b>1,301</b>	

**Table 2- Phase: PCFMA**

No	District	Village	CF Name	Size (ha)	No. of Management Plan
1	Kiang west	Bantasu, Gissay & Bankuling	Binyerr	307	1
2		Jali	Sitaba	600	1
3		Kemoto	Juwa tending	174	1
4		Mandina	Saba biro	57	1
5		Kantong kunda	Nyatabu	180	1
6		Jula kunda	Nafakolong	50	1
7		Bateling	Nganingkoi II	304.25	1
8		Sankandi	Sankalan	140.4	1
9		Jiffarong	Maarikunda	115	1
10	Kiang Central	Kwinella Sansang kono & Tendaba	Namba	575.6	1
11		Tabanani	Belelmamkaladi	35	1
12		Sare Sarjo & Jatta Kunda	Ladeh Museh	62	1
13	Kiang East	Munkutalla, Sare samba & Sare saidy	Wendu lamudeh	104	1
		Jomarr	Sanjally konko	71	1
Total				2, 775.25	13

**Table 3- Phase: CFMA**

No	District	Village	CF Name	Size (ha)	No. Management Plan	No. EDPs
1	Kiang west	Bajana	Nptcheke	90.3	1	1
2		Kuli Kunda	Kankunbato	72.1	1	0
Total				162.4	2	1

**Cluster: 2 Lower River Region- Jarra****Table 4- Phase: Start-Up**

No	District	Village	CF Name	Size (ha)	Remarks
1	Jarra West	Si-kunda	Kunkujangbato	100	Preliminarily Demarcated
2	Jarra Central	Badumeh kuta	NA		Not yet demarcated
3		Foroya	Kusalang	59	Preliminarily Demarcated
4	Jarra East	Jababa	Dowel III	140	Preliminarily Demarcated
5		Jasong	Selonko	27.5	Preliminarily Demarcated
6		Feleng Koto	NA	-	Not yet demarcated (for comparison)
Total				326.5	

**Table 5- Phase: PCFMA**

No	District	Village	CF Name	Size (ha)	No. Management Plan
1	Jarra Central	Jabisa	Kemmeh jani	187	1
2	Jarra East	Barro kunda	Konkoba	210	1
3		Dassilami Ba, Dassilami Junction & Madina	Tawsirka	98.5	1
Total				495.5	3

**Table 6- Phase: CFMA**

No	District	Village	CF Name	Size (ha)	No. Management Plan	No. EDPs
1	Kiang East	Jassobo	Kabarr Kunda	30.71	1	-
2	Jarra West	Jabisa	selendingo	57.2	1	-
3	Jarra East	Bantangnyima	Dowel II	63.41	1	-
4	Jarra West	Seno Bajonki	Wensengeleh	128.1	1	
Total				279.42	4	-

**Cluster: 3 Central River Region-North**

**Table 7-Phase: Start-Up**

No	District	Village	CF Name	Size (ha)	Remarks
1	Nianija	Kerr Janko	Manka	128	Preliminarily Demarcated
Total				128	

**Table 8- Phase: PCFMA**

No	District	Village	CF Name	Size (ha)	No. of Management Plan
1	Sami	Jarumeh Koto	Papiyong Island	77	1
2			Bankuwuleng	68	1
3		Bakadagi Mandinka	Kambengwulo	68	1
4			Sunumormef	66	1
5	Niani	Sait Maram	Andagef	64	1
6	Lower Saloum	Jimbala Ali Incha, Jimbala Mad, Jimbala keer Chendu & Jimbala Keer Musa	Palainye	104	1
Total				447	6

**Table 9- Phase: CFMA**

No	District	Village	CF Name	Size (ha)	No. Management Plan
1	Sami	Changai Wolof	Sunu Hallal	253.9	1
2		Changai Fulla	Niubung	111.6	1
3		Jalo koto	Kabba	90.4	1
4		Yona	Kabonbong	20	1
5		Timpa	Dinkara	57.9	1
6		Fitu Wollof	Demba	43.30	1
7	Upper Saloum	Gui Jahanka	Pulaye	75.4	1
8	Lower Saloum	Genji Wollof	Ndagen	112.5	1
Total				765	8

**Table 10- Joint Forest Park Management-JFPM**

No	District	Administrative Circle	Park	Size (ha)	JFPM Agreements	No. of Management Plan	No. of EDPs
1	Sami	Jarumeh Koto	Kiberi	382.1	1	1	1
2			Sambo Tumang	52.3	1	1	1
3			Sao	702.9	1	1	1
4			Kata	5.1	1	1	1
5			Dobo	35.4	1	1	1
7	Niani	Jarumeh Koto	Ngongon-ding	1410	1	1	1
8			Sibikuroto	32.2	1	1	1

9			Gassang	57.8	1	1	1
10	Upper Saloum	Bakadagi AC	Njama	16.4	1	1	1
11			Njau	467	1	1	1
12	Lower Saloum	Bakadagi AC	Jumbo Yaka	214.5	1	1	1
13			Belel	449.2	1	1	1
	Total			3824.9	13	13	13

#### **Cluster: 4 Upper River Region-North**

**Table 11- Phase: Start-Up**

No	District	Village	CF Name	Size (ha)	Remarks
1	Wuli	Sutukonding	Sherifu konko	-	Not yet demarcated
2		Koli Bantang	Bambadala	-	Not yet demarcated
3		Madina koto	-	-	Not yet demarcated
4		Barrow kunda	-	-	Not yet demarcated
5	Sandu	Kuwonku	Kuwonku Fankantawulo	259	Preliminarily Demarcated
6		Dasilami & Jendeh	-	-	Not yet demarcated
7		Diabugu	Diala	95	Preliminarily Demarcated
8		Kurankoto	-	-	Not yet demarcated
9		Misira	Misira	-	Not yet demarcated
	Total			354	

**Table 12- Phase: PCFMA**

No	District	Village	CF Name	Size (ha)	No. Management Plans
1	Wulli	Foday kunda	Kunjukoina Tenda	75	1
2		Touba Wulli	Santoto Wulo	88.47	1
	Total			163.47	2

**Table 13- Phase: CFMA**

No	District	Village	CF Name	Size (ha)	No. Management Plan	No. EDPs
1	Wulli	Touba Woppa & Sare Nyaba	Belleh mondeh	86.6	1	1
2	Sandu	Changally chewdu	Mbembonge Samba	143.7	1	1
	Total			230.3	2	2

**Table 14- Joint Forest Park Management-JFPM**

No	District	Administrative Circle	Park	Size (ha)	JFPM Agreements	No. of Management Plans	No. of EDPs
1	Wuli	Jeloki AC	Jeloki	872.5	1	1	1
2	Sandu	Diabugu Ac	Kusum	87.9	1	1	1
3			Mamato Konko	601.0	1	1	1



Total		1 561.4	3	3	3
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**Cluster: 5 North Bank Region**

**Table 15- Phase: Start-Up**

No	District	Village	CF Name	Size (ha)	Remarks
1	Upper Niumi	Kerr Sidiki	Sidiki	50	Preliminarily Demarcated
2		Juffureh	Juffureh	-	Not yet demarcated
3		Kembuling	Kembuling	-	Not yet demarcated
4		Aljamdu	Aljamdu	-	Not yet demarcated
5		Lamin	lamin	-	Not yet demarcated
6		Sitanunku	Sitanunku	-	Not yet demarcated
7	Lower Niumi	Chamen	Chamen	42	Preliminarily Demarcated
8		Buniadu	Jenkelengoto	77.9	Preliminarily Demarcated
9	Sabach Sanjal	Sabasukoto		75	Preliminarily Demarcated
10		Bambali		-	Not yet demarcated
11		Sara kunda		-	Not yet demarcated
12	Jokadu	Tambana	Bijinni	-	Not yet demarcated
13		Cheesaymajaw	Bobereh Cheesaymajaw	47	Preliminarily Demarcated
14	Sabach Sanjal	Kanikunda Tenda	-	-	Not yet demarcated
Total				291.9	

**Table 16- Phase: PCFMA**

No	District	Village	CF Name	Size (ha)	No. Management Plan
1	Upper Niumi	Jurunku	Samaifaro kanta	460	1
2	Upper badibu	Dippakunda fulla	Nyanga	142.4	1
3	Sabach Sanjal	Bassik	Bani Konko	57.7	1
4		Kataba Mandinka	Kataba	37.10	1
Total				697.2	4

**Table 17- Joint Forest Park Management-JFPM**

No	District	Administrative Circle	Park	Size (ha)	JFPM Agreements	No. of Management Plans	No. of EDPs
1	Central Badibou	Kerewan	Jalabiro	59.6	1	1	1
2	Jokadu		Kumadi	304	1	1	1
Total				363.6	2	2	2



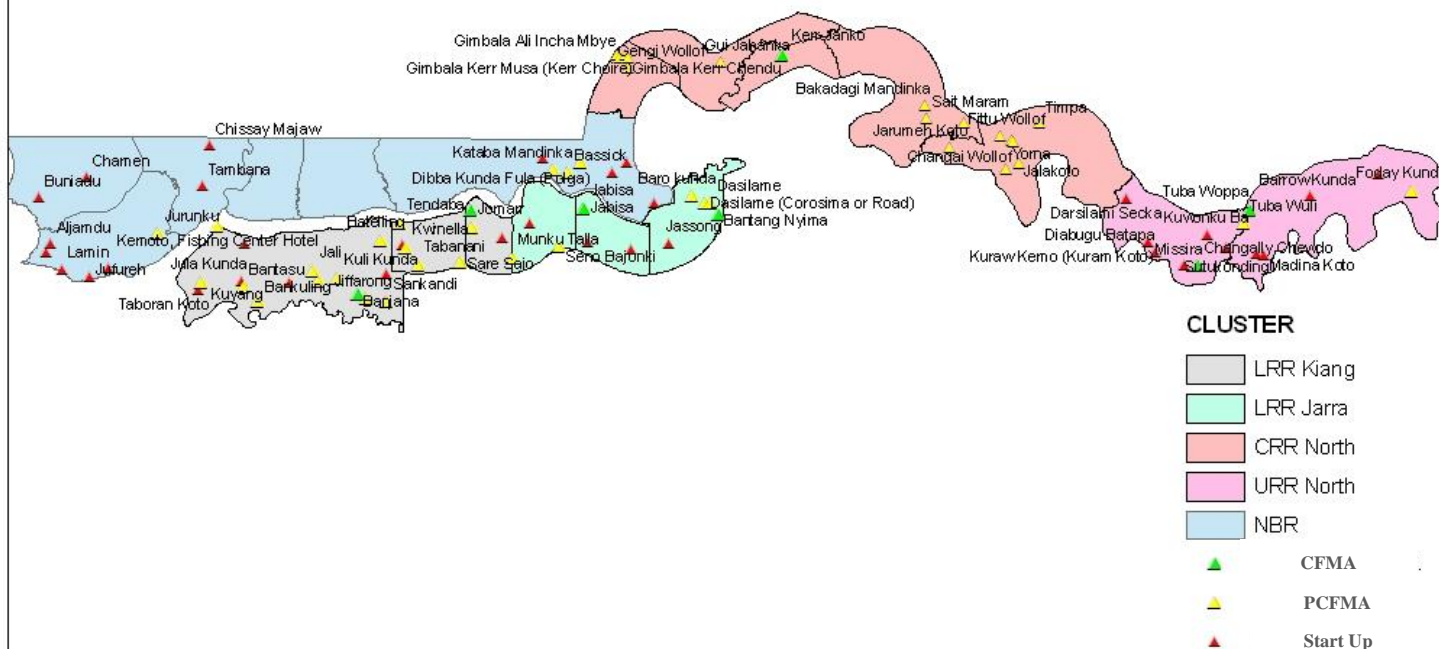
**Table 18- Compilation by clusters**

No	Cluster	Start-Up (ha)	PCFMA (ha)	CFMA (ha)	JFPM (ha)	No. Management Plans	No. of EDPs	JFPM Agreements
1	Cluster 1- LRR Kiang	1, 301	2,775.25	162.4	-	17	1	-
2	Cluster 2- LRR Jarra	326.5	495.5	280.42	-	8	-	-
3	Cluster 3- CRR-N	128	447	765	3824.9	35	13	13
4	Cluster 4- URR-N	354	163.47	230.3	1561.4	7	5	3
5	Cluster 5- NBR	291.9	697.2	-	363.6	6	2	2
6	CF un-demarcated and under start-up phase. Average CF size 50ha (17CFs x 50ha)	850						
<b>Total</b>		3,251.4	4578.42	1438.12	5749.9	73	21	18

**Project site map and Collect Earth- Biophysical Baseline:**

  
 Gasolia  
 sites\_20160218.kml

## GEF Intervention Sites



**Table 18 Demographic data of the villages targeted**

Cluster	District	CF name	Village	No. households	Popula-tion	Male	Female
Lower River Region (LRR) -Kiang Area	Kiang West	Ngongi	Joli	35	410	202	208
		Binyerr	Bantasu	1	13	5	8
			Gissay	11	113	56	57
			Bankuling	3	22	8	14
		Sitaba	Jail	131	1055	469	586
		Sudala	Kuyang	11	112	63	49
		Nptcheke	Banjan	45	410	208	202
		Juwa Tending	Kemoto	52	284	144	140
		Kankung bato	Kuli kunda	85	801	413	388
		Saba Biro	Mandina	18	153	81	72
		Koba	Taborang koto	13	104	56	48
		Sankalan	sankandi	63	590	296	294
		Nyatahu	Kantong kunda	54	526	244	282
		Nafakolong	Jula Kunda	37	237	105	132
		Maari Kunda	Jiffarong	144	1251	615	636
		jumbutung	Keneba	235	1952	974	978
		Nganingkoi II	Bateling	43	219	108	111
	Kiang Central	Kankanang	Kwinella	159	1290	632	658
			Niakunda				
		Namba	Kwinella	96	758	349	409
			Sansankono & Tendaba	43	388	179	209
	Kiang East	Sanjallykonko	Jomarr	23	200	85	115
		Gifoyang	Genier	67	584	263	321
		Wendu lamudeh	Munkutalla	33	306	145	161
			Sare Samba	25	254	132	122
Lower River Region (LRR)- Jarra Area	Jarra west	Wensengeleh	Seno Bajonki	44	607	286	321
		Kunkujangbat o	Si-kunda	111	1047	472	575
	Jarra Central	Kemmehjani	Jabisa	27	255	114	141
		Not known	Badumeh Koto	31	331	139	121
		Kusalang	Foroya Fulla	35	260	170	161
	Jarra East	Dowel III	Jababa	8	105	50	55
		Konkoba	Baro Kunda	220	2542	1320	1222
		Selonko	Jasong	79	591	300	191
		Not known	Feleng Koto	16	174	89	85
Central	Sami	Papiyong	Jarumeh Koto	120	1446	738	708

Cluster	District	CF name	Village	No. households	Popula-tion	Male	Female
River Region - North		island					
		Bunkuweleng	Jarumeh Kuta	25	383	182	201
		Sun Hallal	Changai Wollof	42	463	227	236
		Niubung	Changai Fulla	15	274	132	142
		Kabba	Jalo Koto	47	406	181	225
	Niani	Kajakat	Kayai	61	661	310	351
		Andagef	SaitMaram	13	39	20	19
		Kambeng wulo	Bakadagi Mandinka	38	318	147	171
		Sunumormef	Tanu	365	365	181	184
	Nianija	Manla	Kerr Janko	62	510	234	276
	Upper Saloum	Pulaye	Gui Jahanka	37	349	168	181
	Lower Saloum	Ngagen	Genji Wollof	63	502	229	273
		Palainye	Jimbala Ali	13	190	92	9
			Incha, Jimbala	7	104	59	45
			Madi Ceesay, Jimbala Keer	43	337	168	170
Upper River Region	Wulli	Belleh Mondeh	Touba Woppa & Sare Nyaba	12	163	73	90
				21	343	166	177
		Kunjukoina Tenda	Foday Kunda	19	373	173	200
		Sherifu konko	Sutukonding	25	201	102	99
		Bambadala	Koli Bantang	253	4773	2208	2565
		Not known	Madina koto	75	1308	660	648
	Sandu district	Not known	Barrow Kunda	6	137	79	58
		Kuwonko Fankanta Wulo	Kuwonku	7	121	53	68
		Mbembonge Samba	Chagally Chewdu	17	133	79	58
		Not known	Dasilami &Jendeh	7	76	33	43
		Diala	Diabugu	2	62	34	28
		Not known	Kunrankoto	6	53	34	19
		Misira	Misira	13	165	78	87
North Bank Region (NBR )	Upper Niumi	Samaifarokanta	Jurunku	34	335	141	194
		Sidiki	Kerr Sidiki	38	496	259	237
		Juffureh	Juffureh	72	635	313	322
		Kembuleng	Kembuleng	9	106	57	49
		Aljamdu	Aljamdu	128	1066	499	567
		Lamin	Lamin	112	904	397	507
		Sitanuku	Sitakunku	105	1173	536	637

Cluster	District	CF name	Village	No. households	Popula-tion	Male	Female
	LowerNiumi	Chemen	Chemen	85	829	400	429
		Jenkelengoto	Buniadu	122	1080	516	564
	Upper Badibu	Nyanga	Dippa Kunda Fulla	29	358	183	175
		Not known	Saba Sukoto	25	128	61	67
		Not known	Bambali	134	1234	611	623
		Not known	Sara Kunda	136	1346	645	701
	Upper Badibu	Mandori	Mandori	89	967	482	485
	Jokadou	Bijinni	Tambana	92	939	432	507
		Bobbereh Cheesay majaw	Cheesay majaw	79	813	380	433
	Njen Sanjal	Not known	Kani Kunda Tenda	30	228	104	124

**Table 19 Cluster level tree species information**

Cluster	Tree species for timber (not exhaustive)	Tree species for fuel wood (not exhaustive)	Tree species for fruits, nuts and medicinal use, etc (not exhaustive)	Other remarks
North Bank Region	Khaya senegalensis (Mahoney), Pterocarpus erinaceus (African rosewood), Terminalia spp.(Wollo), Parkia biglobosa (Locust bean), Cordylia africana (Bush mango), Elais guineensis (West African red palm tree), Rhizophora spp. (Mangrove), Prosopis africana (Iron wood), Daniellia africana (Incense wood)	Combretum spp., Terminalia africana, Pterocarpus erinaceus, Rhizophora spp., Guerea senegalensis, Detarium senegalensis, Cassia sieberina, Acacia spp., Acacia albida, Prosopis africana,	Borassius aethopium (Rhun), Elais guineensis, Ditariym senegalensis, Parkia biglobosa, Cordylia Africana, Adansonia digitata, Siziphus mauritania, Parinari macrophyla, Cola cordyfolia, Diospyros mespliformis	Closed and Open Savannah forests
Central River Region North	Khaya senegalensis, Pterocarpus erinaceus, Bombax bunopozense, Diospyros mespliformis, Borassus aethopum, Ceiba pentendra,	Combretum spp., Terminalia spp., Guerea senegalensis, Cassia sieberina	Borassius aethopium, Spondas mombin, Siziphus mauritiana, Adansonia digitata, Diospyrus mespliformis, Detarium senegalensis, Guerea senegalensis, Combretum spp., Cassia sieberina	Closed Savannah and Open Woodland forests

Cluster	Tree species for timber (not exhaustive)	Tree species for fuel wood (not exhaustive)	Tree species for fruits, nuts and medicinal use, etc (not exhaustive)	Other remarks
Upper River Region	Cordylia Africana, Pterocarpus erinaceus, Bombax bunopozense, Khaya senegalensis	Combretum spp., Pterocarpus erinaceus	Borassius aethopium, Cordylia africana, Siziphus mauritiana, Saba senegalensis, Sclerocarya birea	Closed Savannah and Open Woodland forests
Lower River Region (Kiang and Jarra)	Khaya senegalensis, Pterocarpus erinaceus, Cordylia Africana, Ceiba pentendra, daniella Oliveri, Afzelia Africana, Bombax bunopozense,	Terminalia spp. Combretum spp., Cordylia Africana, Pterocarpus erinaceus, Bombax bunopozense,	Borassius aethopium, Sclerocarya birea, Cordylia africana, Diospyrus mespliformis, Detarium senegalensis, Guerea senegalensis, Combretum spp., Cassia sieberina	Open Savannah, Closed Savannah, Open Woodland and Closed Woodland forests

## APPENDIX 8. COMMUNITY FORESTRY IN THE GAMBIA

### Evolution of community forestry in the Gambia



Historically, forest management in The Gambia, like in many developing countries, was characterized by extensive state control with limited recognition of the opportunities for achieving long-term sustainable forest management through the involvement and engagement of the local communities. For example, the Gambia Government Forest Policy of 1976 contained a set of policy objectives without any specific instruments for achieving the objectives. The policy expected involvement of local communities in the development and management of forest resources without providing a relevant enabling environment. In fact, the State owned forest park concept was introduced in the 1950s and the first Forestry legislation in 1977 backed this up by vesting the overall control of the forest resources to the State. Local communities with traditional ownership of forests were alienated and became unwilling to be involved in the protection and management of the forests. With no incentives to carry out sustainable extraction, the activities in the forests became increasingly damaging. This pattern was further reinforced by very restrictive Forest Regulations and the policeman role played by the forestry personnel involved in forest protection. On one hand, the local communities were deprived of any involvement in forest resource management, though they would be most affected by the destruction of these resources, and on the other hand, the forest administration lacked the human and material resources to make any significant strides in managing the forests effectively. In the end, the forest resources were deteriorating at an alarming rate.

In the mid-80s, there was a growing realization about the state of the forests in the country and the need to step up efforts to protect and manage them sustainably, and most importantly, the need for strong and voluntary participation of local communities. In 1987, DoF and the Gambian German Forestry Project proposed the introduction of Community Forestry in the Gambia. Although the policy and legislative environment remained unchanged, there was significant change in the discourse in the country, DoF and the government displayed political will to reverse the trend of forest degradation and destruction and implement community forestry. To enable country-wide implementation of community forestry, DoF decided to review and revise the country's forest policy and legislation. The review process began in 1992, and took one and a half years; culminating in the Government approval of the revised policy in 1995 (the policy was for the period 1995-2005). Though the policy was approved in 1995, the steps to implement community forestry had already begun from 1990 through the Gambian German Forestry Project (in Berefet village of the Foni Berefet District in the West Coast Region), and the experiences gathered during these five years in between fed into the policy, making it more practical. The policy specifically called for community ownership of forest resources and the benefits gained through the management of the resources, and for the Government, specifically DoF to provide technical assistance and guidance to the participating communities. The policy needed supporting legislation, and this was reflected in the Forest Act 1998. The legislation regulated the process of getting community forestry ownership and formed the base on which community forestry has expanded in the Gambia. The efforts to decentralize forest tenure and management received a further boost with the enactment of the Local Government Act in 2002. The Act provides area councils jurisdiction over forests in the territories under council's domain. Though the limited capacity of the councils and the lack of funding mechanism hampered any major progress at the ground level.

Community forestry expanded in a stop start manner throughout the mid and late 2000s, with a very little progress in the last 4 or 5 years, until recently. There are various reasons behind the trend, and were described under Section 1, in spite of this 31,682.32 hectares of forests were brought under community control before 2014. And in the last few months, due to the efforts of FAO Forest and Farm Facility and other partners, 77 communities were provided tenure certificates covering 5,335 ha (moving from preliminary to ownership phase- refer below) . More detailed information on their status and performance is provided below.

### **Community forestry phases**

The transfer of ownership of forests to local communities follows a formal three-phase model. In this process, legal ownership of forest areas is handed over to communities that are able to demonstrate a commitment to sustainable forest management, to be carried out by the Community Forest Committees (CFCs), the responsible body within the community, in a step-wise and gradual process. The three are as follows:

- ***Start-up/preparatory phase:*** Communities who declare their interest to DoF to take ownership and manage the forests in their locality are sensitized further on CF procedures. Later they identify a suitable forest area within their customary land (demarcation) and a CFC representing the community is formed and registered with DoF. This process takes between two to six months. During this period, the local communities are prepared to embark on sustainable participatory forest management approaches. This involves training the CFC, including on forestry management methods and approaches.
- ***Preliminary phase:*** The CFC, DoF, local NGO staff and other villagers develop a management plan. The communities are then tasked with demonstrating their ability to manage the forest and protect it from fire and illegal exploitation for a period between 18 months to 3 years. This is facilitated through the PCFMA. However, the phase can be less than 36 months depending on the performance of the community to demonstrate sustainable management of the identified forest area. Throughout this phase, regular advice and assistance is provided by local forestry and NGO staff. The main idea behind this phase is to develop an ideal environment for community forest management and it provides the time to manage/deal with any potential conflicts before the tenure transfer to the local communities.
- ***Consolidation/ownership phase:*** If the preliminary phase is successfully completed, final ownership is legally transferred through a CFMA to local communities. Prior to the conclusion of CFMA, forest designation process is initiated through Forest Notice and Forest Order. After the completion of the due process, then the CF is legally transferred to communities for their exclusive and sustainable use. The only condition attached to CFMAs is that the forests should be managed through management plans that need to be approved by the regional forest officers.

### Status and performance of community forestry in the Gambia

(1) The total number of community forests demarcated in the Gambia is 334 with total area of 31, 682.32 hectares. There are 459 communities involved in CF at different phases of the process. The table below summarizes the CFs and the phases they are at.

**Table 1**

Regions	Start-up			PCFMA		CFMA		Total		No. Valid Mgt. Plan	No. of Conflicts
	Not Demarcated	Demarcated									
	No.	No.	ha	No.	ha	No.	ha	No.	ha		
West Coast	11	12	725.63	5	2308.35	46	4,740.1	74	7774.17	22	15
Lower River Region	18	15	1853.19	16	2856.05	23	2,243.39	72	6952.63	6	7
North Bank Region	17	9	773.20	8	235.0	3	122.30	37	1130.50	2	5
Upper River Region	26	8	669.0	0	0	23	2,233.85	56	2902.85	12	1
Central River Region-South	35	17	2809.35	8	102.79	54	4,424.12	114	7336.26	10	6
Central River Region-North	18	9	282.91	13	1,365.57	65	3,937.52	105	5586 .0	12	13
Total	125	70	7,113.28	50	6,867.76	214	17,701.28	459	31,682.32	64	47

CFCs are generally supported by the forestry staff on the ground to develop and adopt management plans to enable the sustainable management of the CFs. In reality, only 64 CFs (until few months ago just 14 CFs) have up to date valid management plans. In terms of conflicts, affected forests range from start-up to the CFMA phase. The conflicts usually at the first and second phases are between different CFs generally based on customary ownership of the forest land. Conflicts faced by CFs in CFMA phase are generally regarding benefit sharing.

### **Socio-economic impacts of community forestry**

It is difficult to assess the performance of community forestry in the Gambia, especially given the absence of CF Management Plans in many CFs; however, the impact of community forestry on livelihoods of participating communities was briefly assessed in the scope of preparing this project, and FAO has developed a Community-based Forestry (CBF) assessment framework, which was used to conduct an overall assessment of CF in the Gambian context.

In respect of CF impacts, communities involved have indicated many benefits from their management activities. Among these are a) protecting grazing areas for their livestock especially during dry seasons, b) sustainable sources of fuel wood for household consumptions and commercialization, c) income from sale of wood and non- wood products, d) funding for village development activities (e.g. road rehabilitation, village hand pump). Other small but nonetheless important benefits including roofing materials, timber for local housing, fruits and nuts for consumption among others. Income from wood related products are relatively low, this can be attributed to the low stocking of forests and/or densities of high value timber tree species, this is especially true in the regions north of River Gambia, as they are distant from potential markets.

Previously, when community forestry activities were actively implemented with the support of the German Government, communities at CFMA level with viable management and Enterprise Development Plans (EDPs) were sustainably commercializing forest products from their forests. After the payment of 15% tax to the National Forestry Fund (NFF) from the total revenue generated as per the Forest Act of 1998, 60% was used for village development which contributed immensely to the improvement of the socio-economic status of the communities entirely.

Though, currently there are no viable EDPs on the ground, some communities are embarking on active commercialization of NWFPs such as in Bakindik in the North Bank Region whereby the revenue generated is paid to the Village Development Committee (VDC) to support self-help village development projects. Furthermore, communities that are offering only services, such as Berefet, Bustann and Tumani Tenda in the form of eco-tourism are still generating substantial revenue from the already established eco-tourism facilities in the communities.

Concrete evidences were obvious during the assessment in terms of the contributions of forest based enterprises on social development (road construction, provision of educational materials, rural water, payment of yearly compound rates and taxes and investments on village solar programmes). In 2010, FAO commissioned a study in The Gambia to assess impact of small scale forest enterprise development, within CFs, the table below is an extract from the study.

**Table 2: Bustaan Village in the Central River Region- North (Development Activity Influence Matrix)**

Key: (Activity influence matrix)

1= very low influence, 2= moderate influence, 3= high influence and 4=very high influence

<i><b>Development Activity (last 10 years)</b></i>	<i><b>Influencing factors</b></i>			
	<i><b>Community Forestry</b></i>	<i><b>Philanthropist/ others</b></i>	<i><b>NGOs/ GOs</b></i>	<i><b>Remarks</b></i>
Access to farm inputs	4	1	2	Inputs such as fertilizer, sprayers, fuel for the rice irrigation machine, kerosene and lamps procured yearly to be used communally to promote agriculture. Technical advice on the use of the inputs obtained through the extension agents of the Department of State for Agriculture (DOSA)
Mosque construction	4	1	1	Funded from the profits of the forest-based enterprises and some construction materials such as Rhun palm splits and frames harvested from the village CF
Road rehabilitation	4	2	1	Hire of a tractor and truck for re-gravelling of the road leading to the ferry crossing point and the rice fields, supported from the CF village cash box and donations and by community labour contributions.
Village hand pump	4	1	3	The Department of Water Resources (DWR) initiated the project through the German rural water project. Maintenance and replacement of worn out parts for the pump are being

<b>Development Activity (last 10 years)</b>	<b>Influencing factors</b>			
	<b>Community Forestry</b>	<b>Philanthropist/ others</b>	<b>NGOs/ GOs</b>	<b>Remarks</b>
				supported from the village CF cash box
Access to cooking utensils (pots, ladles and large spoons)	4	1	1	Utensils are being managed by the CFCs upon hire and proceeds deposited in the CF village cash box
Payment of yearly compound rates and taxes	4	1	1	Yearly taxes collected by the Local Government Ministry on houses, fire insurance and livestock fees from the communities are supported from the CF village cash box. This amount ranged between D12,000.00- D15,000.00
Cereal milling machine (labour saving device)	4	1	1	The CFCs decided to reduce the work load of the women by procuring a mill with money from the village CF cash box
Improved communication	4	1	1	2 pedal bicycles bought with the profits of the enterprises in order to ease communication and patrolling of the forest areas by the designated patrol men
Firefighting equipment	4	1	1	According to rules governing CFM, at least 40% of revenue realized from CF should be reinvested in forest development. Therefore, communities procured equipment to be used for fire suppression and fighting.
Access to literacy classes	1	1	Peace Corps (4)	This program in the village is supported by the US Peace Corps.

It was also apparent from the assessments that through CF, there has been increased recognition and use of traditional and indigenous knowledge, and increase in involvement of

marginalized groups including women and youths and equity in decision making processes and benefits from forestry products.

### **Ecological impacts**

During stakeholder consultations, it was clear that the local communities have high regard for CF interventions as being effective in protecting their forests and halting deforestation and degradation. CFs' ecological environments show considerable improvement, given that the local forest managers practice fire break clearing along the CF boundaries for controlled early burning to stop incoming forest fires, and clandestine and chaotic exploitation of the forests have ceased, and above all, bush fires are now quite rare. In most CFMA villages, bush fires have practically disappeared. According to the local population and discussion with DoF staff, as soon as an uncontrolled fire occurs, they are rapidly brought under control by the villagers themselves. In the recent years, no bush fire has been recorded in the CFMA areas. Forest regenerations as well as the re-appearance of wildlife species have been observed and reported in some CFs (Berekolog, Kasila and Tunku CFs).

Despite good performance and success stories registered by some of the communities mentioned above, there are still communities that have underperformed due to weak CFCs and limited extension support expected from the DoF field staff. It is reflected by the fact that almost 90% of the CFs are without up to date management plans for the sustainable implementation of CF activities. The major factor responsible for the setback is the limited capacity of DoF in terms of resources to support the communities technically and weak CFCs at community level.