

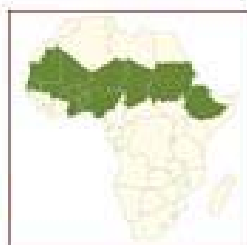


**Building Resilience through Innovation, Communication and
Knowledge Services (BRICKS) Project**
under the Sahel & West Africa Program
in Support of the Great Green Wall

Project Implementation Manual



BENIN
BURKINA FASO
CHAD
ETHIOPIA
GHANA
MALI



MAURITANIA
NIGER
NIGERIA
SENEGAL
SUDAN
TOGO

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ABBREVIATIONS AND ACRONYMS

ACMAD	African Centre for Meteorological Applications for Development
AMU	Arab Maghreb Union
AU	African Union
AUC	African Union Commission
BRICKS	Building Resilience through Innovation, Communication and Knowledge Services project
CAADP	Comprehensive Africa Agriculture Development Program
CAS	Country Assistance Strategies
CBOs	Community-based organizations
CEN-SAD	Community of Sahel and Saharan States
CIFE	Circuit Intégré des Financements Extérieurs
CFIP	Community and Private Forest Investment Project
CGIAR	Consultative Group on International Agricultural Research
CIRAD	French Agricultural Research Center
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
COMIFAC	Central African Forests Commission
CRA	Centre Régional AGRHYMET (of the CILSS)
CSIF	Country SLM investment framework
DA	Designated Account
DELP	Desert Ecosystems and Livelihoods Knowledge Sharing and Coordination Project
DRM	Disaster Risk Management
EAAPP	East Africa Agricultural Productivity Program
EC	European Commission
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization of the UN
FERSOL	Programme de Capitalisation des Actions d'amélioration Durable de la Fertilité des Sols pour l'aide à la Décision au Burkina Faso
FM	Financial Management
GEF	Global Environment Facility
GGW	Great Green Wall Initiative
GGWSSI	Great Green Wall for the Sahara and Sahel Initiative
GM-UNCCD	Global Mechanism of the UNCCD
IA	Implementing Agency
ICPAC	IGAD Climate Prediction and Applications Center
ICRAF	International Council for Research in Agroforestry
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IFR	International Financing Review
IGAD	Intergovernmental Authority on Development
IITA	International Institute of Tropical Agriculture
INSA	Sahel Institute (of the CILSS)
IUCN	International Union for the Conservation of Nature
LADA	Land Degradation Assessment
LDCF	Least Developed Countries Fund
WG	Working Group
MRV	Measurement Reporting and Verification
NBSAP	National Biodiversity Strategies and Action Plans
NEPAD	New Partnership for Africa's Development
NEWMAP	Nigeria Erosion and Watershed Management Project
NGO	Non-governmental organization

NPCA	NEPAD Planning and Coordinating Agency (of the AU)
NRM	Natural Resources Management
ORAF	Operational Risk Assessment Framework
OSS	Sahara and Sahel Observatory
PAD	Project Appraisal Document
PDO	Project Development Objective
PES	Payment for environmental services
PIM	Project Implementation Manual
PIU	Project Implementation Unit
RCMRD	Regional Center for Mapping Resources for Development
RECs	Regional Economic Communities
REDD	Reducing Emissions from Deforestation and Forest Degradation
RIAS	Regional Integration Assistance Strategy
SAWAP	Sahel and West Africa Program in support of the GGW
SCCF	Special Climate Change Fund
SIP	Strategic Investment Program
SLM	Sustainable Land Management
SLWM	Sustainable Land and Water Management
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNEP	United Nations Environment Programme
USD	United States Dollar
WASCAL	West African Science Service Center on Climate Change and Adapted Land Use
WAAPP	West Africa Agriculture Productivity Project
WMO	World Meteorological Organization
WOCAT	World Overview of Conservation Approaches and Technologies
WRCC	Water Resources Coordination Center (at ECOWAS)

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A. Introduction

1. Background

The Great Green Wall for the Sahara and Sahel initiative

The Great Green Wall for the Sahara and Sahel Initiative (GGWSSI, or GGW in an abbreviated form) is an African initiative to transform the Sahel into a stable, sustainable, resilient region through improved management of natural resources, land, water, and climate risks. Led by the African Union, Heads of State of more than 20 countries in the region endorsed the development of the initiative, recognizing that natural resources, climate change, water, agriculture, jobs and security are interconnected challenges that impact poverty and prosperity.

The GGW promotes greater investment in various sustainable land-use practices that can strengthen local resilience to land degradation and climate change in participating Sahelian and Saharan countries, from the Atlantic Ocean to the Red Sea. Bold action and investments in sustainable land and water management (SLWM) are crucial to secure multi-functional landscapes that deliver multiple benefits. Economically valuable SLWM practices, such as farmer-managed natural regeneration in pockets of Niger, Mali and Burkina Faso, are currently being implemented. These practices are protecting valuable soil to boost food production, increasing water availability and quality, reducing climate and disaster risks, storing carbon, bringing land back into production, and enabling job-creating natural-resource based enterprises and livelihoods. However, with less than 3% of total Sub-Saharan cropland currently benefiting from SLWM practices, there is much progress to be made.

The Great Green Wall is transformative by promoting:

- an integrated landscape approach, because one sector cannot do it alone
- a partnership approach, because one institution cannot do it alone
- a regional approach, because one country cannot do it alone
- an emphasis on African ownership
- a deeper recognition of the poverty-environment-climate nexus, and
- stronger networks for sharing experience, and inspiring change

The World Bank/GEF Sahel and West Africa Program (SAWAP) in support of the GGW

The World Bank is deepening its support to Africa's drylands to help countries find effective solutions to improving resilience, reducing poverty, achieving security, and ensuring environmental security and sustainability. The World Bank partnered with 12 countries and the Global Environment Facility (GEF) to develop the \$1.1 billion Sahel and West Africa Program (SAWAP) in support of the GGW. These countries include Benin, Burkina Faso, Chad, Ethiopia, Ghana, Mali, Mauritania, Niger, Nigeria, Senegal, Sudan and Togo.

As of October 31, 2013, six of 12 country investment operations have already been approved by the Bank's Board of Directors, and five of these projects are effective. Six additional projects are in advanced stages of preparation.

The Sahel and West Africa Program (SAWAP) is a \$1.1 billion flexible investment umbrella with 12, country-led investment operations financed by the country governments, the International Development Association (IDA), GEF and trust funds. SAWAP was approved by the GEF Council in 2011 and prepared with support from the TerrAfrica partnership and multi-donor trust fund. Country projects are approved on a rolling basis by the Bank Board of Directors when ready.

Building Resilience through Innovation, Communication and Knowledge Services (BRICKS) project

SAWAP is reinforced by the BRICKS project, which funds the regional hub to facilitate south-south cooperation on knowledge and operational services among the country projects and the broader Great Green Wall partnership. The BRICKS project, the subject of this Project Implementation Manual (PIM), stands for Building Resilience through Innovation, Communication and Knowledge Services (BRICKS). BRICKS is implemented by three regional organizations recognized as centers of excellence: the Interstate Committee to Combat Drought in the Sahel (CLISS), the Sahara and Sahel Observatory (OSS) and the West and Central Africa Office of the International Union for Conservation of Nature (IUCN). Each organization delivers specialty services to the SAWAP portfolio of country-led investment operations, to enhance quality and promote regional integration.

Strategic Relevance

- **African ownership and leadership:** SAWAP is the latest investment program to be developed under the TerrAfrica program on sustainable landscapes founded by NEPAD, and the Great Green Wall was launched by African Heads of State.
- **Alignment with regional priorities:** These actions are also part of the broader Bank-UN coordinated engagement in the Sahel that is emerging.
- **Strong poverty reduction focus:** Sustainable natural resource management and enhanced resilience are the cornerstones for poverty reduction and shared prosperity in most of Africa's drylands, including the Sahel.
- **Promotion of climate resilience:** SAWAP supports deeper engagement on climate change as increasingly requested by countries.
- **Focus on knowledge networks:** SAWAP and BRICKS in particular enhances south-south knowledge sharing for development solutions throughout the GGW and TerrAfrica community.

Status of Projects in the SAWAP Portfolio as of November 13, 2013 (Also see Annex 1 for further details)

1. **Benin Forests and Adjacent Lands Management Project** – Approved by World Bank Board on March 2013. Project Development Objective (PDO): to assist Benin's effort to lay the foundation for a collective integrated ecosystem management system for its forests and adjacent lands.
2. **Burkina Faso Third Community-Based Rural Development Project** – Under implementation since June 2013. PDO: to enhance the capacity of rural communities and decentralized institutions for the implementation of local development plans that promote sustainable land and natural resources management and productive investments at commune level.
3. **Chad Emergency Agriculture Production Support Project** – Under implementation since January 2013. PDO: to support rural communities and producer organizations in increasing the production of selected crops and livestock species in selected areas of Chad's territory, and the use of sustainable land and water management practices in climate vulnerable ecosystems.
4. **Ethiopia Sustainable Land Management Project II** – Negotiated September 2013. PDO: to reduce land degradation and improve land productivity in selected watersheds in targeted regions in Ethiopia.

5. **Ghana Sustainable Land and Water Management Project** – Under preparation to demonstrate improved sustainable land and water management practices aimed at reducing land degradation and enhancing maintenance of biodiversity in selected micro-watersheds, and strengthen spatial planning for identification of linked watershed investments in the Northern Savannah region of Ghana.
6. **Mali Natural Resources Management in a Changing Climate Project** – Negotiated October 2013. PDO: to expand the adoption of sustainable land and water management practices in targeted communes in Mali.
7. **Mauritania Agriculture Sector Support Project** – Under preparation. PDO: To be decided. This project will be aligned with Mauritania’s Rural Sector Development and Inclusive Green Growth Strategies and partially blended with the new Mauritania Irrigation Project, and builds on lessons from the Community-Based Watershed Management Project.
8. **Niger Third Community Action Program Support Project** – Under implementation since September 2013. PDO: to strengthen Niger’s local development planning and implementation capacities, including the capacity to respond promptly and effectively to an eligible crisis or emergency, and to improve the access of the targeted population to social and economic services.
9. **Nigeria Erosion and Watershed Management Project (NEWMAP)** – Under implementation since September 2013. PDO: to reduce vulnerability to soil erosion in targeted sub-watersheds. The project is currently being implemented in 7 southern states to rehabilitate large urban, peri-urban and rural gullies; some northern states will roll in when ready.
10. **Senegal Sustainable and Inclusive Agribusiness Project** – World Bank Board approval slated for December 2013. PDO: to develop inclusive commercial agriculture and sustainable land management in project areas.
11. **Sudan Sustainable Natural Resources Management Project** – World Bank Board approval slated for December 2013. PDO: to increase adoption of sustainable land and water management (SLWM) practices in targeted landscapes of selected States of Sudan.
12. **Togo Integrated Disaster and Land Management Project** – Under implementation since Sept 2012. PDO: to strengthen institutional capacity of targeted institutions to manage the risk of flooding and land degradation in targeted rural and urban areas.
13. **Regional BRICKS (Building Resilience for Innovation, Communication, and Knowledge Services)** – PDO: to improve accessibility of best practices and monitoring information within

the Sahel and West Africa Program portfolio on integrated management of land and land use change.

2. Structure of the BRICKS Project Implementation Manual

The Project Implementation Manual (PIM) describes the implementation arrangements and operational procedures that guide CILSS, OSS, and IUCN for the implementation of BRICKS. It provides specific guidance on the role and responsibilities of each of the three implementing agencies, partners, and the 12 SAWAP beneficiary country project teams. The PIM defines the institutional arrangement for project execution such as the functions and duties of the Project Advisory Committee (AC), Project Implementing Unit (PIU), Working Groups (WGs), project coordinator, project staff, and consultants. It also presents a description of the project activities, implementation schedule, deliverables, costs, financial management and procurement arrangements, monitoring and evaluation, and reporting.

The BRICKS PIM is organized by the following sections:

- A. Introduction
- B. Implementation Arrangements
- C. Monitoring and Evaluation
- D. Key Risks and Mitigation Measures
- E. Project Reporting and Implementation Support

The PIM is a living document that may be revised and updated to adapt to the needs encountered during the implementation and operation of the project upon agreement by all three implementing agencies and the World Bank. In the event of any inconsistency between the provisions of the PIM and those of the Grant Agreements (signed by the respective implementing agencies CILSS, OSS and IUCN and the World Bank), the provisions of the Grant Agreements shall prevail.

3. Project Development Objective (PDO) and Indicators

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

The BRICKS Project is the regional hub for the SAWAP project teams, including both client and Bank teams. Through the SAWAP, the Bank is supporting Sahelian and West African countries to secure more

food, fiber, freshwater, and firewood while protecting natural assets in the face of climate variability and change, and while storing terrestrial carbon and avoiding greenhouse gas (GHG) emissions from land use change and land management. The BRICKS project will provide M&E support and opportunities for sharing knowledge and good practices among the 12 Bank-financed projects while increasing the capacity of regional centers of excellence (CILSS including Aghrymet and the Sahel Institute; OSS; IUCN) to act in partnership with countries.

The PDO level indicators are measurable and cost-effective, and include:

1. National team members in projects in the SAWAP umbrella reporting satisfaction with the effectiveness of services provided by the BRICKS project (%).
2. Establishment and maintenance of a regional program-level monitoring system capable of aggregating environmental change information from participating country projects (#).
3. Direct Project beneficiaries (number), of which female (%) [core indicator].

Determination of BRICKS project success and the performance of the three Implementing Agencies will be heavily influenced by the degree to which the BRICKS project achieves the targets for these indicators.

4. Project Beneficiaries

Direct beneficiaries of BRICKS support include (i) country project teams and key country stakeholders implementing each of the 12 SAWAP country projects, as well as (ii) regional staff of CILSS, OSS, and IUCN.

Indirect beneficiaries include the total number of beneficiaries reached by each of the 12 SAWAP country projects. It is not possible at this time to estimate this number of indirect beneficiaries, but the BRICKS project should be able to aggregate this information when it becomes available from each discrete country project.

5. Lessons Learned and Reflected in the BRICKS Project Design

The design of the BRICKS project incorporates a number of lessons from prior interventions in the region in the areas of: (i) cross-country and cross-project knowledge exchange and how regional organizations

can reinforce country level work, (ii) M&E and how regional support and benchmarking can reinforce mutual learning for investment design and adaptive management, and (iii) sustainability of service delivery.

Regional organizations serving as knowledge hubs can reinforce country level operations – but it requires active, intensive outreach by the regional organizations to be able to effectively liaise with and support country level teams. BRICKS will play an important role in brokering knowledge that emerges from the SAWAP portfolio as well as from other parts of Africa and the rest of the world. Building on the technical experience of CILSS, OSS and IUCN on sustainable landscapes, BRICKS will strengthen the capacity of these hubs as storehouses of evidence that will be leveraged to reinforce capacity of governments to implement their SAWAP projects.

The hub approach builds on the strengths of the implementing agencies to accumulate specialized knowledge that is relevant nationally and regionally, such as planning and monitoring land use and management, natural resource policy, and integrated Natural Resource Management (NRM) practices. A regional organizational structure reflects the trans-boundary nature of some of the NRM and climate change challenges and the multi-sectoral interventions needed to address them.

Regional support and benchmarking can reinforce mutual learning for investment design and adaptive management. A well-functioning and well-budgeted regional M&E system is critical for providing useful insights into what works well and what does not according to a learning-by-doing approach. Given the overarching uncertainty and the transboundary nature of most environmental/developmental issues to be addressed, regional benchmarking will establish realistic and reliable standards of performance that consider both the region's potential and the countries' specificities. Regional support and coordination will thus enable “peer-reviews” and mutual learning among countries that share common socio-economic and environmental traits. Lessons learned and success stories derived from M&E at the national level will therefore feed the regional learning process with a view to feeding the resulting insights back into project design and planning. The shared pool of experience-based knowledge will also be instrumental in tackling uncertainty-- notably that stemming from climate change. The learning by doing approach based on M&E is conducive to adaptive management.

Economic valuation of best land management practices together with an efficient communication strategy has the potential of attracting increased public and private investments. Assisted Natural Regeneration in

several Sahelian countries is a technology that has benefited from private investment following the Etude Sahel (Sahel Study) coordinated by CILSS.

Sustainability is enabled by south-south learning. The best model for service delivery for regional knowledge transfer will be accomplished through a menu of regionally and nationally adapted web-based tools, case studies, learning aids, policy briefs, maps, sharing of lessons learned from smallholders, and joint trainings. Joint trainings will be an efficient means of sharing experiences (peer learning), dissemination of new knowledge, and also as an arena for building trust and cross-border relations. The track record of good practices may also help project inform and help improve one another during their implementation. Services will be provided on a demand-driven basis.

The exchange of experiences between producers can scale up good practices in sustainable land management. The *Zai* technique that contributed to the re-greening of Niger, today considered as a success story, was spread across the region after study tours held in Burkina Faso.

For more on successful practices and scaling strategies, please see Annex 2.

6. Project Components

The BRICKS project consists of three components organized thematically: (1) Knowledge management, (2) Program monitoring support, and (3) Project management. These are each described below.

Component 1 - Knowledge management (US\$2,355,500 GEF)

Outcomes. The outcome of this component is: Operational knowledge inside and outside the SAWAP portfolio is regularly exchanged through a regional learning hub that networks institutions and individuals that are implementing 12 country investment operations.

Activities. This component finances goods, training, operating costs, non-consulting services, consultants' services, and small-grants to support the following activities:

a. *Networking country project teams and key stakeholders for structured learning.*

BRICKS will establish a structured and participatory learning program in the region which will provide opportunities for knowledge exchange among the 12 country investment operations in

SAWAP (as well as key related projects outside SAWAP that support countries' Great Green Wall objectives). This will include organizing study tours, holding special training and exchange sessions for practitioners and policymakers on key topics, strengthening communities of practice to implement activities related to subjects found throughout the SAWAP portfolio. This activity includes the following sub-activities:

- i. *Establishing a regional decision support web portal.* This portal will be a one-stop shop that gathers all relevant knowledge resources described in Component 1, as well as the geospatial and M&E information described in Component 2 below. New and existing knowledge will be disseminated through this platform (as well as the other avenues described below) which will include information on best practices in climate-smart agriculture, dryland forest management, agro-pastoral strategies, soil and water conservation, land use and watershed planning, and more. This web portal will be linked to each of the 12 SAWAP projects' information systems related to knowledge management, M&E, geospatial data and analysis, and project management, as well as existing national knowledge platforms (e.g., Mali SLM web portal¹ supported by TerrAfrica) and regional knowledge generation (e.g., CILSS database on soil fertility, the Bank-financed West Africa Agricultural Productivity Program, and the existing TerrAfrica SLM Knowledge Base, etc.). It will also include interactive and peer-to-peer functions (CILSS leads, US\$200,000).
- ii. *Identifying and disseminating best practices in the region,* including from the SAWAP portfolio and the broader GGW as well as from other relevant areas. Relying on regular desk reviews, portfolio reviews, existing academic and public/private sector research, this activity will methodically identify and deploy evidence and technical guidelines on proven best practices from a range of settings. The work will rely on diverse sources of information including documentation of best practices (such as FERSOL2) and existing networks of land users and community and producer organizations, discrete projects inside and outside the SAWAP and the broader region-wide TerrAfrica multi-agency country investment portfolio, relevant impact evaluations, and the broader non-governmental community (academic, business and religious and traditional ecological knowledge related practices) active in the region and globally. Best practices will be made widely accessible in a form that allows diverse stakeholders to better understand the advantages and disadvantages of various

¹ <http://ilwac.ige.fr>. This web portal will be extended to two additional countries with support from TerrAfrica.

² <http://fersolmap.cilss.bf>

practices and the conditions needed for scaling up. Examples of best practices and their results are detailed in Annex 2 which draws from the TerrAfrica publication prepared by FAO, WOCAT and the World Bank (Sustainable Land Management in Practice: Guidelines for Best Practices for Sub-Saharan Africa) and the publications of the CILSS (collection of technical papers³). (CILSS leads⁴, 200,000).

- iii. *Holding regular south-south learning events, training, and periodic study tours for the 12 SAWAP project teams* to exchange experiences on topics of mutual concern (attendance costs covered by individual project budgets and substance are backstopped by the WBI and other international partners). Additional country project teams from outside SAWAP could be included given available space and self-financing, as this would strengthen broader south-south learning (CILSS leads, US\$600,000). These learning events include:

- Potential study tours to Bank-financed operations could include watershed management in Turkey, India or China (various World Bank financed operations), landscape restoration and carbon payments in Ethiopia (Humbo A/R under the GEF/SIP-financed Ethiopia SLM project), payments or environmental services in agro-pastoral landscapes (Costa Rica), sustainable rice intensification (Kenya, Philippines, etc.), conservation tillage (Zambia, Brazil), and farmer managed natural regeneration (Niger, etc.), Integrated Ecosystems Management Project (Burkina Faso), and so on.
- A regional learning program will be established for SAWAP and GGW countries and discrete projects. To save costs and harness efficiencies, this program will be closely linked and coordinated with Africa-wide TerrAfrica Learning Program managed by AU-NPCA (financed by the World Bank's TerrAfrica trust fund and UNEP/GEF project for NPCA/RECs) and involving key RECs such as ECOWAS and COMESA. As such, the final version of the learning program in the West Africa and Sahel will include visible branding from all entities that provide material support to the learning program: CILSS and its independent unit such as Agrhymet, OSS, IUCN, Pan-African Agency of the AU, NPCA-AU, ECOWAS, FAO, the EU and other international partners, UNCCD organs, UNEP, ICRAF and other CGIAR centers, as well as knowledge providers such as World Bank Institute (WBI), the World Overview of Conservation Approaches and Technologies

³ www.cilss.bf/spip.php?rubriques25

⁴ WOCAT backstopping/contracted as required.

(WOCAT), Africa Re-greening Initiative, and so on.

- b. *Providing competitive regional innovation small grants for technical assistance to develop information and communication tools.* There are numerous new and low-cost tools and approaches in data analysis, geo-spatial mapping, web mapping, cell phone networks, and photography that can reinforce social accountability and transparency in investment operations. Events could include, for example, *hack-a-thons*, low-cost technology demonstrations, and outreach innovations. Sub-grants will fund low cost tools and will not support the implementation of civil works. (CILSS leads, US\$200,000). See Annex 4 for Procedures for BRICKS Competitive Regional Innovation Small-Grants

- c. *Establishing an operations services facility for SAWAP projects* on key implementation topics related to environmental public goods. This facility would function as a multi-agency, multi-partner help desk that would convene thematic and sectoral expertise as needed and demanded by the 12 country projects in the SAWAP portfolio. This facility would include regional and global specialists that would help troubleshoot and provide leading knowledge and technical services to the country projects. It would include the following expertise: climate scientist, macro and behavioral economists, biologist, ecologist, watershed and environmental planners, rural engineer, agronomist, rangeland ecologist, forester, sociologist, soil scientist, and an ICT expert. Each of these experts would be recognized as leading authorities in their respective fields, with extensive African and international experience, working French/English capacities (to facilitate cross-country knowledge transfer), and secured through a demand-driven mechanism as outlined in section B.7 and Figure 2. Each implementing agency would be responsible for leading key sub-activities as follows, with CILSS acting as the first point of entry for project teams.
 - i. *Facilitation and brokering.* An updated list of proven experts would be developed and maintained who could provide operational support to country project teams on key implementation topics related to environmental public goods. (CILSS leads, US\$98,500).
 - ii. *A technical peer review panel* would carry out demand-driven desk reviews of country project activities, as needed and as relevant. This group would not vet country project activities but would enhance project capacities and quality at key moments by *reviewing* key TORs, engineering and social mobilization plans, technical analyses, etc. (OSS leads, US\$198,500).

- iii. *An operations support pool* would provide direct and indirect technical assistance to country project teams to prepare TORs, bidding documents, engineering and social mobilization plans, technical analyses, M&E systems, land use and watershed plans. BRICKS would not finance the cost of these consultants but would work closely with project teams to convene the international expertise to improve country project quality. Each discrete project would cover the costs of the given expert (IUCN leads, US\$185,500).
- d. *Carrying out a series of regional environmental economic analyses* (such as benefit-cost, ecosystem valuations) on successful NRM approaches that conserve biodiversity, accumulate soil and biomass carbon, and safeguard ecosystem services. Analyses supported in BRICKS will complement country-level analyses carried out directly by the other 12 SAWAP projects. Rigorous analysis can help decision makers prioritize their interventions as part of their country based planning and management. These and existing or on-going regional economic analyses (i.e., WB's Drylands Resilience Economics series; UNCCD/GIZ's Economics of Land Degradation, and work under the emerging World Bank Group Sahel Plan) will be integrated into the regional decision support web portal to be developed under the BRICKS project. (CILSS leads but CILSS, OSS, and IUCN each have a research budget line of US\$100,000. Total: US\$300,000).
- e. *Strategic communication*. This activity includes strategic communication products at regional level, linked to the communication activities already financed in each country project under SAWAP. Where the capacity does not exist, the BRICKS implementing agencies will be supported with a bilingual senior communication specialist fluent in old and new media approaches as well as the technical issues involved in the Green Wall. Existing ICT innovations will be brought to bear to bring more local stakeholders into knowledge management, resource monitoring, and good governance. To extend outreach efforts, the global Connect4Climate communication campaign and TerrAfrica/NEPAD communication will be leveraged at no cost to the implementing agencies or the BRICKS project, or their country level partners. For more on communication under BRICKS, see Annex 6 (IUCN leads, US\$373,000).

Component 2. Program monitoring support (US\$1,650,000 GEF).

Outcomes. There are two outcomes from this component. First, additional monitoring tools and training are deployed at regional and country levels to track processes and impacts from the portfolio of projects. Second, the SAWAP portfolio is regularly monitored against a set of thematic and process indicators.

Activities. This component finances goods, training, operating costs, non-consulting services, and consultants' services to support the following activities:

- a. *Aggregating and benchmarking results and M&E system development support in the SAWAP portfolio of 12 projects.* Each of the discrete country projects will contribute relevant data and results from their M&E systems up to regional level, where OSS will aggregate this information to allow for reporting on progress at regional scale, with a particular emphasis on the SAWAP portfolio. This activity requires development of close operational relationships with country project M&E teams. These relationships will also allow for continuous identification the M&E needs of specific country project teams, and therefore, the deployment of added expertise if needed to enhance country project performance.

To help accomplish this, OSS will support country project teams on M&E during the different phases (project preparation, planning field work, implementation and monitoring) to help harmonize the approaches and ensure an effective portfolio-level M&E system with good line of sight from project up to regional level, aggregation, and benchmarking –all feeding back into knowledge generation across the portfolio.

OSS will therefore work with the 12 country project teams and other partners to develop a small set of benchmark indicator targets, by which individual projects may gauge their performance against a self-defined regional portfolio standard.

Taken together, the aggregation and benchmarking of country project results among all 12 projects in SAWAP can benefit more tangibly from the SAWAP's regional approach and contribute to the objectives of the GGW. For country projects outside the SAWAP that are also part of the GGW, the same tools can be used once a GGW entity is fully operational on M&E for the GGW. Until such a time, OSS will lead this technical work for the SAWAP, working closely with all partners and country/project teams (OSS leads, US\$280,000).

- b. *Delivering participatory training and expert support on M&E to country project teams.* Both process and impact monitoring will be included in the training and technical support services. A special emphasis will be placed on measuring biophysical change and carbon flux in land use and management systems in the portfolio, which can be a challenge for projects on the ground

facing data, financial, and capacity barriers. A pool of proven international and regional expertise will be convened by BRICKS and provided on a demand-driven basis to country project teams. M&E approaches and tools will be drawn from existing resources. In addition, some specific country projects may have specific needs for natural resource monitoring methods which the regional project could be prepared to support (OSS leads, US\$280,000).

- c. *Monitoring, modeling and mapping land and water resources and land use change in the regional portfolio, including carbon modeling to help estimate the portfolio's contribution to climate change mitigation.* This includes carbon storage in biomass and soil, as well as changes in GHG emissions due to land use change and management, using existing monitoring and geospatial tools. This activity aims to further strengthen geo-spatial analysis and modeling capacity at OSS and country project teams, as well as at other partners including CILSS and IUCN.

The activity will support (i) the establishment of an inter-agency Sahel and West Africa GIS Services Team and opportunities for networking with and supporting national counterparts implementing SAWAP projects (see more below), (ii) the development and delivery of a regional digital atlas on land and water resources, GHG fluxes from land use and management, and climate risks, based on existing datasets generated through past and on-going initiatives in partnership with OSS, CILSS and/or IUCN and other national, regional, international institutions of the network, and (iii) the development of a public-domain regional data platform to provide near real-time remote sensing data (as described above) and analysis in appropriate formats to country project teams on the ground (dissemination of dedicated regional scale products derived from analysis of long term series of vegetation indices, rainfall estimations, forecasts, anomalies, etc.). Through this activity, OSS will coordinate with national agencies, local observatories, and regional partners⁵ to strengthen the capacity of participating countries through the learning program described in Component 1. All data and analyses will be uploaded into the decision support platform described in 1a above (OSS leads, US\$850,000).

With regard to the establishment of the Sahel and West Africa GIS Services Team, it will be composed of existing experts at participating regional organizations, together networked by OSS. Additional expertise in GIS, remote sensing and analysis/modeling will need to be brought

⁵ For example, CILSS/Agrhymet is developing, in partnership with USGS/EROS, a time series land use and occupation trends (1975-2000-2010) covering all CILSS and ECOWAS countries.

on board. This activity will help facilitate the establishment of a multi-sectoral public-domain repository of GIS and remote sensing datasets and near-real time data critical for the activities of each country project as well as regional integration and transboundary resource use planning and monitoring (e.g. grazing corridors, groundwater, shared surface water). The activity will also help support OSS in networking Africa's national geospatial agencies, such as Nigeria's space research agency as well as institutions in Algeria and South Africa and other international or national space agencies or geospatial institutions or universities. Additionally, this Team may be supported with a robust internship program in partnership with regional universities. Establishing a partnership with academia will also help generate valuable research, datasets and products on land degradation issues.

- d. *Establish and promote an impact evaluation platform.* Impact evaluations are a rigorous tool to test competing project design options so that implementation can be improved and next-generation projects can benefit from the best evidence-based design options available. However, impact evaluation is not reliably applied in public sector operations in the region, and would add value to the GGW. To help surmount this barrier, this activity would facilitate the participation of the implementing agencies in developing an impact evaluation platform that improves the sharing of existing relevant impact evaluations, findings, methodologies, and expertise, advocates for using impact evaluation in project and policy development and implementation, and assembles a cadre of impact evaluation practitioners that can be deployed to countries. The impact evaluation platform will strengthen dialogues around the design of investment activities and policies that can generate durable results. An impact evaluation consultancy secured by CILSS would lead this effort (CILSS leads US\$240,000).

Component 3. Project management (US\$624,130 GEF).

Outcomes. The outcome of this component is that the management of the regional BRICKS Project is carried out efficiently and effectively.

Activities. This component will finance goods, training, operating costs, non-consulting services, and consultants' services for all three implementing agencies (CILSS, OSS, IUCN) to provide administrative functions including monitoring of BRICKS activities to ensure that the project remains focused on providing useful and demand-driven services to the project portfolio. CILSS leads implementation but all three agencies implement discrete activities. The costs break down as follows: US\$363,805 to CILSS,

US\$91,000 to OSS, and US\$169,325 to IUCN. In-kind resources from the three agencies will provide baseline support for the GEF incremental support.

The component will establish a PIU hosted by CILSS who will compile and aggregate project fiduciary and results reporting from all three agencies. The Project Coordination Unit hosted by CILSS will include the following functions to be covered by existing CILSS staff and backed by key consultancies or staff financed by BRICKS:

- Lead BRICKS Project Coordinator (works with each agency's project coordinator)
- Lead BRICKS Procurement Management Specialist (works with each agency's procurement management specialist)
- Lead BRICKS Financial Management Specialist (works with each agency's project financial management specialist)
- Lead BRICKS Project M&E Coordinator (works with each agency's project M&E specialist).

7. Project Financing and Cost

This Investment Project Financing (IPF) is financed through a US\$4.629M GEF grant with a 6-year implementation period. Table 1 below provides a breakdown of costs by component. The counterpart financial contribution is estimated at US\$10M coming from in-kind contributions from staff, equipment, and overheads as well as parallel financing from the TerrAfrica Leveraging Fund managed by the World Bank and implemented by a wide range of stakeholders from throughout the TerrAfrica partnership.

Table 1: Project Costs by Component

Project Components	Activity	Agency	GEF (US\$)
Component 1. Knowledge Management (US\$2,355,500 GEF)	(a) Networking country project teams for structured learning: <ul style="list-style-type: none"> Establishing a regional decision support web portal Identifying and disseminating best practices Holding regular south-south learning events 	CILSS	1,000,000
	(b) Competitive regional innovation small-grants for technical assistance to develop information and communication tools	CILSS	200,000
	(c) Establishing an operations services facility for SAWAP projects on key implementation topics on environmental public goods: <ul style="list-style-type: none"> Facilitation and brokering of expertise (CILSS leads) Technical peer review panel (OSS leads) Operations support pool (IUCN leads) 	CILSS	98,500
		OSS	198,500
		IUCN	185,500
(d) Carrying out a series of regional economic analyses and environmental assessments (each agency leads its own analytical work)	CILSS	100,000	
	OSS	100,000	
	IUCN	100,000	
(e) Strategic communication	IUCN	373,000	
Component 2. Program Monitoring Support (US\$1,650,000)	(a) Aggregating results from the SAWAP portfolio of 12 projects	OSS	280,000

GEF)	(b) Delivering participatory training and expert support on M&E to country project teams	OSS	280,000
	(c) Monitoring, modeling and mapping land and water resources and land use change; plus GIS capacity support	OSS	850,000
	(d) Impact evaluation platform	CILSS	240,000
Component 3. Project Management (US\$624,130 GEF)	Administration, overheads, project reporting at all three agencies; plus PIU at CILSS	CILSS	363,805
		OSS	91,000
		IUCN	169,325
Total Project Costs			4,629,630

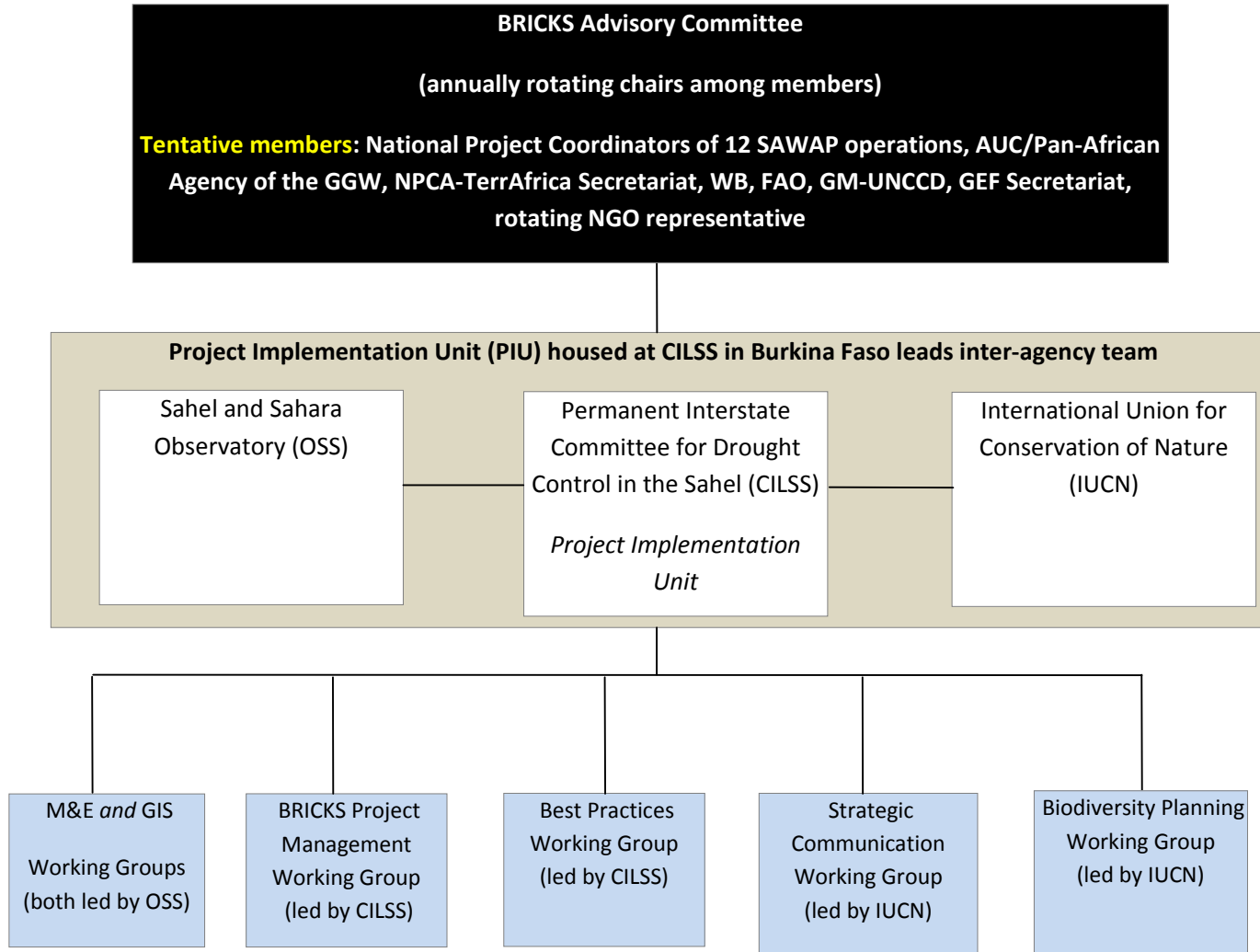
B. Implementation Arrangements

The BRICKS project will not support or create any new institutions. The BRICKS project is implemented only at the regional level by CILSS, OSS and IUCN to provide technical assistance and advisory services to the 12 country project teams implementing investment activities under the SAWAP umbrella, and to monitor portfolio results. The regional services include providing opportunities for knowledge exchange, strategic communication, and regional portfolio monitoring that will reinforce benchmarking and improved investment design and execution. Because of its large scale and linkage to the GGW and TerrAfrica, the SAWAP Portfolio and its BRICKS project involve numerous stakeholders at regional, national, and local level, with most SAWAP stakeholders involved in implementing specific projects on the ground at national and local levels through the 12-country SAWAP project portfolio. See Figure 1 for an organogram of the BRICKS project implementation.

Linking Regional and Country level. The proposed regional project is meant to backstop country project efforts with pragmatic knowledge and M&E tools, opportunities for south-south learning within and outside the SAWAP portfolio, and by benchmarking project performance on best practice. Each of the 12 projects in the SAWAP portfolio include significant resources devoted to international training and strengthening national and sub-national institutional capacities in knowledge, monitoring and implementation. Each country project financed under the SAWAP umbrella includes budget for participating in regional SAWAP knowledge exchange and capacity support.

Figure 1. BRICKS Project Institutional Arrangements

Institutional Organization



Responsibilities

- Reviews and provides recommendations for joint project work plan
- Advises on implementation bottlenecks
- Advances knowledge cross-fertilization among partnerships, programs, platforms, programs
- Meets annually in-person, quarterly via conference calls, and ad-hoc, if needed

- PIU housed at CILSS in Burkina Faso will coordinate an inter-agency team to prepare Joint Work Plans and Joint Procurement Plans
- PIU will coordinate and administratively support the project's working groups.
- PIU will administratively support the meetings of the BRICKS Advisory Committee, whose members will cover their own travel costs

- Working Groups are ad-hoc and will help prepare inter-agency BRICKS project Joint Work Plans and support BRICKS project activities, and serve as a technical interface with the GGW partnership
- Can include additional actors such as the AUC, WOCAT, ICRAF, UNEP, FAO, etc.

1. General Implementation: Role and Responsibilities

Each of the three agencies (CILSS, OSS, IUCN) will take the lead on implementing discrete tasks under the three BRICKS project components as defined below:

- CILSS will be responsible for leading the regional knowledge management and dissemination activities, in close collaboration with SAWAP project teams, OSS, IUCN, TerrAfrica partners, additional GGW stakeholders such as North African countries, CGIAR centers such as ICRAF and IITA, as well as WOCAT and national institutions. As well as the lead agency for BRICKS implementation.
- OSS will be responsible for supporting countries and their project teams to apply M&E and geospatial tools for monitoring natural resources and program and project-level results. Working closely with CILSS, IUCN, and SAWAP project teams, OSS will also aggregate M&E project data from SAWAP projects to allow for portfolio level results M&E. In addition, OSS will carry out stand-alone regional monitoring work such as on changes in biological productivity in the SAWAP area of intervention.
- IUCN West and Central Africa Office will be responsible for supporting countries and their SAWAP project teams on biodiversity planning, communication and networking, in close collaboration with SAWAP project teams, OSS, IUCN, TerrAfrica partners, and additional GGW stakeholders.

Building on the technical experience of CILSS, OSS and IUCN on sustainable land use and management, BRICKS will strengthen the capacity of these centers of excellence as storehouses of evidence that will be leveraged to reinforce the capacity of governments to implement their SAWAP projects. The hub approach builds on the strengths of the implementing agencies to accumulate specialized knowledge to serve country programs that are increasingly prioritizing the role that environmental public goods can play in creating economic growth and job opportunities and alleviating poverty. The participation of the implementing agencies reinforces the ownership of the agenda and underpins the ability to act technically at a regional level to better integrate country actions around the GGW.

Overview of regional level implementation. The three implementing agencies (See Annex 3 for a summary of Regional Stakeholder Analysis and Dialogues) will form an inter-agency Project Implementation Unit (PIU) housed at CILSS in Burkina Faso; each implementing agency will identify responsible individuals who will participate full time in the inter-agency BRICKS project team that will be coordinated by the PIU. Each implementing agency will take the lead on implementing specific project

activities. To help carry this responsibility out in a cooperative fashion, each agency will also chair ad-hoc working groups on thematic areas. These working groups will prepare the Joint Project Work Plans. An Advisory Committee will review project implementation and facilitate south-south learning, with key country level and international stakeholders serving on the Advisory Committee.

2. BRICKS Advisory Committee

A multi-partner BRICKS Advisory Committee will be responsible for providing strategic guidance and advice for BRICKS project implementation.

The Advisory Committee will provide advice on:

- (i) Implementation of project activities;
- (ii) Coordination with other programs, projects, platforms and partnerships; and
- (iii) Support cross-fertilization of experiences.

The Advisory Committee will be chaired on an annually rotating basis by its members which include a number of actors involved in the GGW, TerrAfrica, and SAWAP including: the AUC/Pan African Agency for the GGW, National Project Coordinators for each of the 12 SAWAP country operations, NPCA-TerrAfrica Secretariat, World Bank, FAO, GM-UNCCD, GEF Secretariat, and a rotating NGO network representative. The Advisory Committee will meet annually in-person, quarterly via conference calls, and ad-hoc, if needed. The Advisory Committee members will cover their own travel costs in instances where physical meetings are convened – although every effort will be made to coordinate with existing major international fora at which many of the members would likely be present. An organogram of the BRICKS Advisory Committee is shown in Figure 1.

3. Project Implementation Unit

The three agencies (CILSS, OSS, IUCN), as mentioned above, will form one umbrella inter-agency project implementation unit (PIU) housed at and led by CILSS, with BRICKS teams at OSS and IUCN. Each agency brings a comparative advantage to the project, and will identify responsible individuals who will implement the activities of the inter-agency BRICKS PIU (See Annex 7 on Project Key Staffing at CILSS).

In line with the World Bank-CILSS Grant Agreement, CILSS shall establish and thereafter maintain throughout the implementation of the project, a Project Implementation Unit (PIU), with staffing, functions and resources satisfactory to the World Bank, vested with the responsibility of the Project's oversight, monitoring and evaluation, financial management and procurement.

The Coordinating PIU at CILSS will be reinforced by a Project Management WG also led by CILSS. The PIU, will anchor the project administratively and will **coordinate**: (i) the development of Joint Work Plans and budgets (JWPs), (ii) Joint Procurement Plans (JPPs), (iii) updates to the PIM if needed, (iv) implementation of joint overall project financial management and reporting, (iv) the project's various inter-agency Working Groups, (v) project reporting to the Advisory Committee and the World Bank, and (vi) implementation of the overall project-level M&E. The Coordinating PIU at CILSS will also serve as the secretariat for the BRICKS Advisory Committee.

It is important to note that the OSS and IUCN project teams will contribute to each of the activities above as part of the inter-agency PIU housed at CILSS. However, OSS and IUCN will each carry out their own procurement and financial reporting functions on a day-to-day basis (for example, by directly seeking No Objections from the WB for activities in the joint work plan, joint procurement plan, or submitting Withdrawal Applications directly).

These and other specific responsibilities of the coordinating PIU at CILSS and the BRICKS teams at OSS and IUCN are defined below:

The Coordinating PIU at CILSS has the following accountabilities:

Project-wide and inter-agency coordination:

- Joint Work Plan and Budget (JWP): Consolidates inputs from all implementing agencies; Defines activities implemented by CILSS; Seeks No Objection from the World Bank to approve updated full project joint AWPBs.

- Joint Procurement Plan (JPP): Consolidates inputs from all implementing agencies; Defines goods and services to be procured by CILSS; Seeks No Objection from the Work Bank to approve updated full project Procurement Plan.
- Joint Annual Progress Report: Consolidates and prepares annual progress reports which should include a comprehensive review of physical progress of project implementation, both cumulatively and for the year in question. It should also account for activities, outputs, procurements and expenditures against the plan for that year.
- Monitoring and Evaluation: Consolidates and reports on BRICKS performance indicators.
- Serves as the secretariat for the BRICKS Advisory Committee.

Delivery of CILSS's own project activities:

- Procurement management: Seeks No Objection from World Bank for procurements managed by CILSS according to the most recently approved Joint Procurement Plan, and manages the procurement process from start to finish for activities directly implemented by CILSS.
- Interim Financial Reports (IFRs): Prepares quarterly IFRs that cover activities directly implemented by CILSS that are financed through the Bank/GEF funds, and submits the IFR to the Bank, no later than 45 days after each subsequent calendar quarter.
- External Auditing: Annually audits project's financial statements through a reputable, competent and independent auditing firm that is deemed satisfactory by the World Bank. In addition to the audit reports, the external auditors will prepare a Management Letter that includes observations, comments and recommendations for improving accounting records, systems, controls and compliance with financial covenants according to the World Bank-CILSS Grant Agreement. CILSS will produce the audited financial statements no later than June 30 of the following fiscal year.
- Coordinates support for all the Working Groups, but leads the WGs on: (i) Project Management, and (ii) Best Practices.

The above functions will be covered by the following existing CILSS staff (see Annex 7) and key consultants or staff partially or wholly financed by BRICKS. The Coordinating PIU at CILSS should cover the following functions:

- Lead BRICKS project coordinator who will work closely with each of the other agency's project coordinator (partially financed by BRICKS);

- Lead BRICKS Procurement Management Specialist who will work with each of the other agency's procurement management specialist (partially financed by BRICKS);
- Lead BRICKS Financial Management Specialist who will work with each of the other agency's financial management specialist (partially financed by BRICKS);
- Lead BRICKS M&E coordinator who will work with each of the other agency's M&E specialist (partially financed by BRICKS); and

Please note, additional technical specialists under CILSS general staff costs and consultants and partially financed CILSS staff are part of the team for implementation of specific activities under Components 1 and 2.

The BRICKS team at OSS has the following accountabilities:

- Joint Work Plan and Budget (JWP): Defines activities implemented by OSS; Provides activity information and inputs to PIU at CILSS for consolidation into the joint AWPB.
- Joint Procurement Plan (JPP): Defines goods and services to be procured by OSS; Provides information on goods and services to be procured to PIU at CILSS for consolidation into the joint Procurement Plan.
- Joint Annual Progress Report: Prepares annual progress reports which should include a comprehensive review of physical progress of project implementation, both cumulatively and for the year in question. It should also account for activities, outputs, procurements and expenditures against the plans for that year. The progress report should then be submitted to the PIU at CILSS for consolidation into the Joint Annual Progress Report.
- M&E: Provides inputs and information to PIU at CILSS on M&E as needed.
- Procurement management: Seeks No Objection from the World Bank for procurements managed by OSS according to the most recently approved Procurement Plan, and manages the procurement process from start to finish for activities directly implemented by OSS.
- Interim Financial Reports (IFRs): Prepares quarterly IFRs that cover activities directly implemented by OSS that are financed through the Bank/GEF funds, and submits the IFR to the Bank, no later than 45 days after each subsequent calendar quarter.
- External Auditing: Annually audits project's financial statements through a reputable, competent and independent auditing firm that is deemed satisfactory by the World Bank. In addition to the audit reports, the external auditors will have to prepare a Management Letter that includes

observations, comments and recommendations for improving accounting records, systems, controls and compliance with financial covenants according to the World Bank-OSS Grant Agreement. OSS will be required to produce the audited financial statements, no later than June 30 of the following fiscal year.

- Manages and leads the Working Groups on M&E and GIS.

The above functions will be covered by the following existing OSS staff and key consultants or staff partially or wholly financed by BRICKS. The BRICKS team at OSS should cover the following functions:

- A Project Coordinator who will work closely with the Lead Project coordinator at CILSS;
- A Procurement Management Specialist who will work closely with the Lead Procurement management specialist at CILSS;
- A Financial Management Specialist who will work closely with the Lead Financial Management Specialist at CILSS; and
- An M&E specialist (fully financed by BRICKS) who will work closely with the Lead M&E coordinator at CILSS and with the M&E officers of all 12 SAWAP country projects. The OSS M&E Specialist may also work on the WB-financed DELP project implemented by OSS, and therefore, he or she may be financed from both projects, BRICKS and DELP, upon agreement by both project task team leaders and procurement teams. The M&E specialist will participate in monitoring BRICKS project level indicators, but he/she will lead activities (a), (b) and (c) under Component 2 through the M&E and GIS WGs and in coordination with CILSS and the 12 SAWAP country project teams. The *scope of work* includes: (i) assisting the SAWAP country project teams in charge of the M&E activity during the different phases of SAWAP projects including preparation, planning, implementation, and monitoring to allow for continuous identification of the M&E needs, provide support for the harmonization of the M&E approaches, and ensure effective portfolio-level aggregation, and benchmarking of results, (ii) assisting the SAWAP country project teams and other partners in the development of a small set of benchmark indicator targets that would allow each country project to gauge its performance against a self-defined regional portfolio system, (iii) in coordination with the Best Practices WG, to feed the country level and portfolio M&E tools and information in the BRICKS web portal for sharing among SAWAP portfolio projects and other country projects outside the SAWAP that are part of the GGW, and (iii) coordinate all tasks related to the monitoring, modeling and mapping of land and water resources and land use change in the regional portfolio.

Please note, additional technical specialists under OSS general staff costs and consultants and partially financed OSS staff are part of the team implementing specific activities under Components 1 and 2.

The BRICKS team at IUCN has the following accountabilities:

- Joint Work Plan and Budget (JWP): Defines activities implemented by IUCN; Provides activity information and inputs to PIU at CILSS for consolidation into the joint AWPB.
- Joint Procurement Plan (JPP): Defines goods and services to be procured by IUCN; Provides information on goods and services to be procured to PIU at CILSS for consolidation into the joint Procurement Plan.
- Joint Annual Progress Report: Prepares annual progress reports which should include a comprehensive review of physical progress of project implementation, both cumulatively and for the year in question. It should also account for activities, outputs, procurements and expenditures against the plans for that year. The progress report should then be submitted to the PIU at CILSS for consolidation into the Joint Annual Progress Report.
- M&E: Provides inputs and information to PIU at CILSS on M&E as needed.
- Procurement management: Seeks No Objection from the World Bank for procurements managed by IUCN according to the most recently approved Procurement Plan, and manages the procurement process from start to finish for activities directly implemented by IUCN.
- Interim Financial Reports (IFRs): Prepares quarterly IFRs that cover activities directly implemented by IUCN that are financed through the Bank/GEF funds, and submits the IFR to the Bank, no later than 45 days after each subsequent calendar quarter.
- External Auditing: Annually audits project's financial statements through a reputable, competent and independent auditing firm that is deemed satisfactory by the World Bank. In addition to the audit reports, the external auditors will have to prepare a Management Letter that includes observations, comments and recommendations for improving accounting records, systems, controls and compliance with financial covenants according to the World Bank-IUCN Grant Agreement. IUCN will be required to produce the audited financial statements, no later than June 30 of the following fiscal year.
- Manages and leads the Working Groups on Strategic Communication and Biodiversity Planning.

The above functions will be covered by the following existing IUCN staff and key consultants or staff partially or wholly financed by BRICKS. The BRICKS team at IUCN should cover the following functions:

- A Project Coordinator (partially financed by BRICKS) who will work closely with the lead project coordinator at CILSS;
- A Procurement Management Specialist who will work closely with the lead Procurement management specialist at CILSS;
- A Financial Management Specialist who will work closely with the lead Financial Management Specialist at CILSS; and
- An M&E Specialist who will work closely with the lead M&E coordinator at CILSS.

Please note, additional technical specialists under IUCN general staff costs and consultants and partially financed IUCN staff are part of the team implementing specific activities under Components 1 and 2.

4. BRICKS Working Groups

The BRICKS Working Groups (WGs) are meant to be ad-hoc, composed of relevant staff of all three implementing agencies and, as needed, additional partners or actors depending on the nature and current needs of the working group. The WGs, each led either by CILSS, OSS or IUCN, will help prepare inter-agency BRICKS project joint work plans and budget, update the joint procurement plan, update the PIM, and support implementation of project activities. help carry out or advise on key activities such as south-south learning events, training, periodic study tours, dissemination of best practices, establishing regional web portal, providing advisory services, monitoring, modeling and mapping land and water resources and land use change, etc. The WGs allow flexibility to bring in additional committed institutions and experts during project implementation if needed to implement or inform key activities. In such cases, external partners will finance their own participation in the WGs.

WGs can be created or dissolved as needed by the agreement of the three implementing agencies and the concurrence of the World Bank. Meetings will be held jointly via (i) audio or video connections, (ii) during implementation support missions, and also (iii) whenever opportunities arise through on-going work, such as on the margins of UNCCD conferences or regional events. There are six WGs to start (see also Figure 1 above):

1. **BRICKS Project Management WG**, led by CILSS: CILSS, OSS, and IUCN will establish the Project Management WG to coordinate the day-to-day functions of project implementation across the three implementing agencies.
2. **Best Practices WG**, led by CILSS: CILSS, OSS, and IUCN, with other interested relevant stakeholders and service providers, will establish this WG to coordinate the provision and delivery of thematic expertise on best land and water management practices throughout the SAWAP portfolio. The WG will also serve as a conduit to the broader Great Green Wall community to help support south-south cooperation on best practices.
3. **Biodiversity Planning WG**, led by IUCN: IUCN will coordinate with the PIU and Project Management WG to establish the Biodiversity WG, which will include relevant biodiversity-related staff of IUCN, CILSS, and OSS and, as needed, experts from other GGW or TerrAfrica partners or service providers. The WG will coordinate the provision and delivery of thematic expertise on biodiversity planning and conservation activities throughout the SAWAP portfolio. The WG will also serve as a conduit to the broader Great Green Wall community to help support south-south cooperation on biodiversity conservation.
4. **Strategic Communication WG**, led by IUCN: IUCN will coordinate with the PIU and Project Management WG to establish the Strategic Communication WG, which will include relevant communication staff of IUCN, CILSS, and OSS and, as needed, experts from other GGW or TerrAfrica partners or service providers. The WG will also include to the extent feasible, government communication specialists from the SAWAP projects, depending on time available. The WG will also serve as a conduit to the broader Great Green Wall community to help support coordinated messaging and outreach among each partner’s communication teams.
5. **M&E WG** led by OSS: OSS will coordinate with the PIU and Project Management WG to establish the M&E working group, which will include relevant M&E staff of CILSS, IUCN, and OSS, and, as needed, experts from other GGW or TerrAfrica partners or service providers. The WG will also include to the extent feasible, government M&E specialists from the SAWAP projects, depending on time available. The WG will address issues related to M&E at two levels: (i) at the level of BRICKS project-level M&E implementation, and (ii) also at the level of SAWAP program-level M&E implementation and services support to country projects – which is the focus of this WG. The WG will also serve as a conduit to the broader Great Green Wall community to help support coordinated M&E, reporting and adaptive management options among partners’ teams working on the Great Green Wall.

6. **GIS WG** led by OSS: OSS will coordinate with the PIU and Project Management WG to establish the GIS working group. The GIS WG will include relevant GIS staff of IUCN, CILSS, and OSS, and, as needed GIS experts from other GGW or TerrAfrica partners or service providers. The WG will also include to the extent feasible, government GIS specialists from the SAWAP projects, depending on time available. The WG will also serve as a conduit to the broader Great Green Wall community to help support coordinated GIS approaches and tools among each partner's teams working on the Great Green Wall.

5. Role of Partners in BRICKS Implementation

Context: The Great Green Wall for the Sahara and the Sahel Initiative (GGW)

The BRICKS project is the innovation, communication, knowledge and monitoring hub for the WB/GEF Sahel and West Africa program, which is currently the Bank's and GEF's main mode of investment support to the aims and objectives of the GGW. Twelve country projects are financed under the SAWAP umbrella, at over \$1.1 billion in concessional loans and grants. As such, the BRICKS project and its IAs, as well as the Bank, will need to continue to coordinate actively with other partners involved in the GGW as well as country actors. The GGW is increasingly rallying a larger number of partners. Under the coordination of the African Union Commission, partners are supporting GGW countries through different projects to implement long-term, integrated interventions to tackle land degradation by promoting good local practices in sustainable land management. Partners involved in the GGW include the Pan-African Agency of the Great Green Wall, the European Commission, the Food and Agricultural Organisation, the Global Mechanism of the United Nations Convention to Combat Desertification, the West African Monetary and Economic Union, the African Forest Forum (AFF), the Association pour la promotion de l'Education et la Formation à l'Etranger (APEFE), CILSS (Permanent Interstate Committee for Drought Control in the Sahel), the Sahara and the Sahel Observatory (OSS), the NGO network Drynet, the Réseau Sahel Désertification (RéSaD), ECOWAS, the International Union for Conservation of Nature, the MDG Center West and Central Africa, the Millennium Seed Bank (MSB) Partnership, Wallonie Bruxelles International, WOCAT- Centre for Development and Environment (CDE), the World Bank and many others (See Annex 3 on Regional Stakeholder Analysis and Dialogues for more details).

Entry Points for Partner Involvement in BRICKS implementation

BRICKS will aim to catalyze South-South cooperation, marshal evidence for informed decision-making, and draw upon and connect the expertise of diverse communities of practice working in different sectors. As such, BRICKS will also serve as an interface with other international partners that the Bank has

engaged with as part of the TerrAfrica partnership and who are supporting the Great Green Wall, including, as mentioned above, the African Union Commission, Food and Agriculture Organization of the U.N., and the Global Mechanism of the U.N. Convention to Combat Desertification – all of whom were involved in the preparation of BRICKS to ensure strategic complementarities and to capture synergies. There are two main entry points for partner involvement in BRICKS directly:

1. BRICKS Advisory Committee

The BRICKS Advisory Committee, as described earlier, will be chaired on an annually rotating basis by the above mentioned multiple partners, all of whom are actors involved in the GGW. The Advisory Committee will be responsible for reviewing consolidated progress reports and other relevant documentation and provide strategic guidance and advice during BRICKS project implementation. For more details please see section B.2 and Figure 1 above.

2. BRICKS Working Groups

As described above, the six initial WGs will support the implementation of the BRICKS project and will comprise a Project Management WG and five thematic WGs as follows: a Best Practices WG, a Biodiversity Planning WG, a Strategic Communication WG, an M&E WG and GIS WG. The WGs will be composed of relevant staff from the three IAs and will also include additional committed institutions (drawn from communities of practice from relevant themes) to carry out or advise on key activities (south-south learning events, training, periodic study tours, dissemination of best practices, establishing regional web portal, providing advisory services, monitoring, modeling and mapping land and water resources and land use change, etc.). For more details on the WGs, see section B.4 and Figure 1 above.

6. Component Implementation

The components of the BRICKS project are grouped thematically, not institutionally.

Principles of Component Implementation

Each of the three agencies will take the lead on implementing discrete activities under the three components. Due to the feedback loop that binds together knowledge management, geospatial services, resource monitoring, portfolio level M&E and communication, thematic working groups on key topics will be created (see section B.4 above) as needed to develop and oversee Joint Work Plans (JWPs) and provide implementation support under the lead of the three implementing agencies.

The core project activities will be coordinated by the above-mentioned flexible thematic WGs. The lead agencies were cooperatively selected for each activity based on their comparative advantages due to their

established institutional expertise and organizational focus. The lead agencies will report their progress on activity implementation to the WGs and the PIU on a monthly basis. The PIU will then provide progress reports to the Advisory Committee on a quarterly basis.

Components 1 and 2. CILSS will be responsible for leading the regional knowledge management and dissemination component, in close collaboration with OSS, IUCN, SAWAP country project teams, TerrAfrica partners, additional GGW stakeholders such as North African countries, CGIAR centers such as ICRAF and IITA, as well as WOCAT and regional institutions.

OSS will be responsible for supporting countries and their project teams to apply geospatial tools for resource and results monitoring. Working closely with SAWAP country project teams, OSS will also aggregate M&E project data from SAWAP projects to allow for portfolio level results M&E. OSS will also carry out stand-alone regional monitoring work, for example, on monitoring changes in biological productivity in the SAWAP area of intervention. OSS will lead the M&E and GIS working groups.

IUCN will be responsible for supporting countries and their project teams to prepare biodiversity management plans, networking strategies, and evidence-based landscape investment methodologies in their discrete operations as needed. IUCN will hence lead the Biodiversity Planning WG.

The communication activities will be implemented in a concerted manner across all IAs, led by IUCN and in close coordination with all GGW partners. IUCN will lead the Strategic Communication WG, which will be responsible in implementing and regularly updating the communication strategy and action plan found in Annex 6 of this PIM.

Component 3 will finance the Coordinating PIU at CILSS which will carry out the fiduciary and project monitoring functions as described above. The current staffing within CILSS will be strengthened with the inclusion of additional expertise as needed for the implementation of this project (see section B.3 above on Project Implementation Unit). To ensure full endorsement by the implementing agencies, CILSS will sign Memorandums of Understanding (MoUs) with IUCN (West and Central Africa office) and OSS if and as needed. For external contracting, if required, CILSS and other IAs may sign performance-based contracts with outside contractors, taking stock of their competencies and experience.

Approach for Implementing and Sequencing Activities

The first year of implementation will focus on collecting and disseminating proven existing knowledge management and monitoring tools and practices to demonstrate the capabilities of the three agencies to collectively make quick impacts on the ground and create demand for services that can benefit the 12

SAWAP country projects during the life cycle of the BRICKS project and beyond. Depending on the type of activity, BRICKS will either fully fund the entire activity or cost-share with the SAWAP country projects (see section B.7 and Figure 2 for more details).

This sub-section will define the main steps to be taken in implementing the BRICKS activities or sub-activities under Project start-up and each component.

Project Start-up

There are a number of early priority activities that need to be engaged as quickly as possible. These are, inter alia, as follows:

1. Establish remaining Project implementation structures (Led by CILSS)

- Establish the Project Advisory Committee (within 3 months of project effectiveness)
- Establish the Project Management WG and thematic Working Groups (as detailed in sections B.2, B.3 and B.4 above).
- Confirm and document that all project staffing is in place in all three IAs.

2. Document the demand

- Develop a short list of early actions likely to be requested by country project teams (see Indicative Request for Services form in Annex 5) for which the three BRICKS IAs could provide operational services. This could involve conducting a desk review of the 12 SAWAP projects, including those at the development stage, with focus on activities relevant to knowledge management and program monitoring. This desk review will be conducted by the three agencies, in coordination with the PIU, each focusing on its respective lead tasks.

3. Document the supply

- Catalogue existing best practices and tools on land use approaches and land management technologies, project-level M&E and natural resource monitoring, geospatial analysis, biodiversity assessment and planning, and other relevant topics that could be deployed throughout the SAWAP portfolio and the GGW more broadly. This rapid stocktaking will be conducted by each of the three agencies, in coordination with the PIU, each focusing on its respective lead tasks.

4. SAWAP conference and BRICKS Project launch

- Plan and execute a major SAWAP conference and BRICKS Project launch in concert with the SAWAP Country Project teams. The conference and launch will aim to: (i) strengthen/build

communities of practice on relevant themes and actions, and to (ii) align supply and demand as noted above.

5. Accelerate communications outreach

- Establish the SAWAP web portal 1.0, which can be updated and expanded during project implementation.

Component 1 - Knowledge Management

Activity (a): Networking country project teams and key stakeholders for structured learning

Sub-activity (a)(i): Establishing a regional decision support web portal (led by CILSS)

The Best Practices WG together with the 12 SAWAP project teams and other relevant partners will work together to:

- Build upon the initially established regional decision support web portal in collaboration with the 12 SAWAP country project teams, taking into consideration the findings of the start-up desk review, the recommendations of the SAWAP conference and BRICKS Project launch, status of advancement of the 12 SAWAP country projects and needs of the diverse range of stakeholders⁶. For harmonization purposes the regional web portal should be designed in a way compatible for integration into the GGW umbrella platform, to the extent possible, but without slowing down BRICKS implementation. This work will involve coordination with the African Union (AU) and other partners.
- Organize a regional workshop, involving the relevant stakeholders and community of practices from the 12 SAWAP countries, to develop a shared vision for the design and establishment of a harmonized and integrated platform across the 12 SAWAP countries and partners. The platform should be designed as a one stop-shop where knowledge resources, geospatial and M&E information can be collected, managed and shared through the regional web portal.
- Populate, on a regular basis, the regional web portal with current relevant knowledge resources, geospatial and M&E information as project implementation progresses. Include new information

⁶Decision makers, planners, managers, professionals, researchers, relevant community of practices, private sector, community based associations including women association, farmers and other land and natural resources users, media specialists, etc.

as per demand of the SAWAP country teams and as reflected in the JWPs. The branding of the portal will include every entity involved.

The web portal work will indicatively be implemented during project years 1-4 as shown in Table 2 below.

Sub-activity (a)(ii): Identifying and disseminating best practices (led by CILSS)

The Best Practices WG together with the 12 SAWAP project teams and other relevant partners will work together to:

- Identify and prioritize a list of proven best practices relevant to the SAWAP Program based on the findings of the start-up desk review of the 12 SAWAP country projects, recommendations from the conference and BRICKS launch, and the needs of the stakeholders.
- Streamline the above listed and prioritized best practices, based on demands from SAWAP country teams, for dissemination (in both English and French) via the regional web portal, the communication tools identified via the communication strategy in activity (e) of Component 1, and through trainings and study tours (activity (a) (iii) of Component 1).

The best practices identification and dissemination will be indicatively implemented in project years 1-4 as shown in Table 2.

Sub-activity (a)(iii): Holding regular south-south learning events, training, and periodic study tours for the 12 SAWAP project teams (Led by CILSS)

The Best Practices WG together with the 12 SAWAP project teams and other relevant partners will work together to:

- Establish a program for learning events (this includes south-south learning events, training, periodic study tours) to support identification and dissemination of best practices, fostering knowledge management resources, and promoting monitoring and evaluation tools relevant to the advancement of BRICKS activities. The program would be revised on a yearly basis to adapt to new project requirements.

This sub-activity will be indicatively implemented during project years 1-4 as shown in Table 2 below.

Activity (b): Providing competitive regional innovation small-grants for technical assistance to develop information and communication tools (led by CILSS).

The Best Practices WG, the M&E WG, the GIS WG, the Strategic Communication WG, and the Biodiversity WG together with the 12 SAWAP project teams and other relevant partners will work together to:

- Map out and prioritize the needs for low-cost tools and approaches in data analysis, geo-spatial mapping, web mapping, cell phone network, photography and other tools that can support dissemination of best management practices. The indicative procedures for Small Grants are defined in Annex 4.
- Prepare TORs and supervise award and implementation of the small grants for the development, within the allocated budget, of selected tools.

This sub-activity will be indicatively implemented during project years 2-4 as shown in Table 2 below.

Activity (c): Establishing an operations services facility for SAWAP projects on key implementation topics related to environmental public goods (CILSS, OSS, IUCN).

Each IA would lead on a discrete task in establishing and maintaining the operations service facility as follows:

- **CILSS would serve as the first point of entry for SAWAP project teams** (see Section B7, Figure 2 and Annex 5).
- Prepare and **maintain a roster of proven regional and international experts** to provide help troubleshoot and provide leading knowledge and technical demand-driven services on key implementation topics related to environmental public goods. The roster will be available in the regional web portal. (Led by CILSS)
- Establish and lead a **technical peer review panel** to carry out demand-driven desk reviews during the implementation of the SAWAP country projects to enhance their capacity and the quality of their deliverables. (Led by OSS)
- To provide demand-driven direct and indirect technical assistance to SAWAP country project teams to prepare TORs, bidding documents, engineering and social mobilization plans, technical analyses, M&E systems, land use and watershed plans. Each discrete project would cover the costs of the given expert. (Led by IUCN)

Activity (d): Carrying out a series of regional environmental economic analyses (led by CILSS)

- Carry out a joint assessment of the needs for regional environmental economic analyses on successful NRM approaches that conserve biodiversity, accumulate soil and biomass carbon, and safeguard ecosystem services. (CILSS, OSS and IUCN)
- Present the above assessment in a regional workshop to decision makers and the SAWAP country teams, where they will select the analyses to be carried out in order to complement country-level analysis and help prioritize future interventions. (CILSS, OSS and IUCN)
- Conduct the regional analyses and present them to the regional decision makers and SAWAP country teams. The analyses should also be submitted to PIU for inclusion in the regional web portal.

The PIU, the Project Management WG and the World Bank will coordinate with each of the three IAs and assign to each IA the regional analyses to be carried out according to their respective comparative advantages.

The assessment of the needs for regional environmental economic analyses on successful NRM approaches will be carried out in two phases. The first phase will be conducted by the start of year 2 and the second phase by the start of year 3 to cope with the dynamics of the implementation of the 12 SAWAP country projects. Each assessment will follow the process of selection and implementation of the analyses described above.

This activity will be indicatively implemented in years 2 and 3 as shown in Table 2 below.

Activity (e): Strategic communication (led by IUCN).

The Strategic Communication WG in collaboration with the SAWAP country project team members in charge of the communication activities will carry out the following tasks:

- Conduct a stakeholder assessment of the 12 SAWAP country projects, during the desk review of these projects at the start-up phase, to identify key stakeholders including decision makers, public sector institutions, academic and research institutions, private sector, development practitioners, NGOs, CBOs, professional associations, women organizations, and media professionals.
- Develop a survey instrument to assess the communication needs of the above key stakeholders and identify barriers and opportunities for portfolio-wide knowledge sharing and production, as well as benchmarking and monitoring.
- Discuss and finalize the survey instrument with representatives of regional and international partners, further map stakeholders and get recommendations to update the communication strategy, monitoring framework and action plan (see Annex 6).

- Conduct the communication needs assessment survey. Based on the findings of the survey, further update the communication strategy and finalize the first year communication action plan.

The indicative implementation schedule for Component 1 is shown in Table 2 below.

Table 2: Component 1 Indicative Implementation Schedule

Activity	Agency	FY1	FY2	FY3	FY4	FY5	FY6
(a) Networking country project teams and stakeholders for structured learning	CILSS						
- Establishing a regional decision support web portal	CILSS						
- Identifying and disseminating best practices	CILSS						
- Holding regular south-south learning events, training, and periodic study tours for the 12 SAWAP project teams							
(b) competitive regional innovation grants for technical assistance to develop information and communication tools	CILSS						
(C) Establishing an operations-services facility for SAWAP projects on key implementation topics related to environmental public goods,	CILSS, OSS, IUCN						
- Facilitation and brokering of expertise	CILSS						
- Establishing Technical peer review panel	OSS						
- Establish an Operations support pool	IUCN						
(d) Carrying out a series of regional environmental economic analyses	CILSS, OSS, IUCN						
(e) Strategic communication	CILSS, OSS, IUCN						

Component 2 - Program monitoring support

Activity (a): Aggregating and benchmarking results and M&E system development support in the SAWAP portfolio of 12 projects (led by OSS)

The M&E and GIS WGs will work in close collaboration with the SAWAP country project team members in charge of the M&E activities to:

- Identify the M&E needs of the SAWAP country projects
- Provide support for the harmonization of the SAWAP country project M&E approaches
- Identify the set of portfolio-level indicators to be tracked and ensure effective aggregation and benchmarking of results
- Assist the SAWAP country project teams and other partners in the development of benchmark indicator targets and monitoring tools that are in line with the SAWAP projects' PDO indicators
- Coordinate with CILSS and the Best Practices WG to feed the country level and portfolio M&E tools and information into the regional web portal for sharing among SAWAP country projects as well as other country projects outside the SAWAP that are part of the GGW.

This activity will be indicatively implemented in years 1-6 as shown in Table 2 below.

Activity (b): Delivering participatory training and expert support on M&E to country project teams (led by OSS)

The M&E and GIS WGs will:

- Design and conduct formal on-the-job training to SAWAP country teams and country project team members in charge of the M&E activity on a demand-driven basis to build their capacity in the design and implementation of M&E systems with special emphasis on measuring biophysical change and carbon flux in land use and management system in the SAWAP country projects using M&E approaches and tools drawn from existing resources⁷.
- Support training for SAWAP country teams which may have needs for capacity building on natural resources related M&E methods. OSS would draw on the pool of proven regional and international M&E experts to support this training activity.

This activity will be indicatively implemented in years 1-5 as shown in Table 2 below.

Activity (c): Monitoring, modeling and mapping land and water resources and land use change in the regional portfolio (led by OSS).

The M&E and GIS WGs will work in close collaboration with the SAWAP country project team members in charge of GIS activities to establish an inter-agency Sahel and West Africa GIS Services Team to accomplish the following tasks:

- Support harmonization of GIS tools and approaches,
- Share GIS knowledge and information related to BRICKS and the GGW
- Providing technical support to SAWAP country teams in GIS.
- Develop a regional digital atlas on land and water resources, GHG fluxes from land-use and management, and climate risks, based on existing datasets generated through past and on-going initiatives in partnership with other national, regional, and international institutions.
- Develop a public-domain regional data platform to provide near real-time remote sensing data and analysis in appropriate formats to country project teams on the ground (dissemination of dedicated regional scale products derived from analysis of long term series of vegetation indices, rainfall estimations, forecasts, anomalies, etc.).⁸
- Upload all geospatial data and information as well as GIS training material and documentation into the regional web portal.

OSS will coordinate with national agencies, local observatories, and regional partners to strengthen the capacity of participating countries through the learning program described in sub-activity (a)(iii) under Component 1 above.

⁷ These resources may include those of OSS and CILSS; mandatory World Bank Core Indicators for agriculture, land management, and forest, mandatory GEF tracking tools for biodiversity, land degradation, climate adaptation and mitigation, and sustainable forest management; the LADA land degradation monitoring project (FAO/UNEP); TerrAfrica (AU-NEPAD) including the landscape and institutional/partnership metrics developed by partners in 2009; ICRAF's land degradation surveillance system; the global UNEP-GEF carbon benefits project; the UNCCD impact indicators and its Performance Review and Assessment of Implementation System 7, and so on.

⁸ This work will supplement and build on existing datasets generated from past OSS activities including a wealth of data generated for the Lullemeden Taoudeni Tanezrouft Aquifer System and the Intergovernmental Authority for Development (IGAD) including data on geological maps, digital elevation models, water hole locations and more. The regional data platform will include the continuous collection and provision of updated appropriate-resolution geospatial information in appropriate formats including: topography, hydrography, land use, vegetation cover, gross primary productivity, soil moisture, soil types, precipitation and temperature, and so on.

This activity will be indicatively implemented in years 1-4 as shown in Table 2 below.

Activity (d): Establish and promote an impact evaluation platform (led by CILSS)

The M&E and GIS WG and an impact evaluation consultancy entity secured by CILSS will work in close collaboration with the SAWAP country teams and country project team members in charge of M&E activities to:

- Establish an impact evaluation platform to improve sharing of existing relevant impact evaluations, findings, methodologies, and expertise. The platform will advocate the use of impact evaluations in projects and policy development and implementation.
- Assemble a cadre of impact evaluation practitioners that can be deployed to countries for next generation projects. These practitioners should be included the roster of proven regional and international experts prepared in activity (c) under Component 1 above.

This activity will be indicatively implemented in years 1-5 as shown in Table 2 below.

Table 2: Component 2 Indicative Implementation Schedule

Activity	Agency	FY1	FY2	FY3	FY4	FY5	FY6
(a) Aggregating from the SAWAP portfolio of 12 projects	OSS	■	■	■	■	■	■
- Aggregating data	OSS	■	■	■	■	■	■
- Defining and collection of meta data	OSS	■	■	■	■	■	■
(b) Delivering participatory training and expert support on M&E to country project teams	OSS	■	■	■	■	■	■
(c) Monitoring, modeling and mapping land and water resources and land use change; plus GIS capacity support	OSS	■	■	■	■	■	■
- Networking of national agencies and country project teams into a Sahel and West Africa GIS services team		■	■	■	■	■	■
- Support to SAWAP country projects		■	■	■	■	■	■
(d) Impact evaluation platform	CILSS	■	■	■	■	■	■
- establishing the impact evaluation platform and develop IE platform of accomplished and valued consultants	CILSS	■	■	■	■	■	■
- Assembling evaluation practioners	CILSS	■	■	■	■	■	■
- Promoting the platform to country projects	CILSS	■	■	■	■	■	■

Component 3 - Project management

1. *Establish the Coordinating Project Implementation Unit (led by CILSS), and the BRICKS teams at OSS and IUCN.*

See section B.3 above for details.

2. *Establish the other Project Implementation Structures: the Project Advisory Committee, the Project Management WG and the five Thematic WGs.*

See section B.2, B.4 and Figure 1 above for details.

The above activities will be indicatively implemented at project start-up and each implementing structure will function during the lifetime of the BRICKS project.

BRICKS Indicative Implementation Schedule Summary

Most BRICKS-financed activities are clustered in PYs 1-4 given limited project budget. In PYs 5 and 6, portfolio will be sustained. Table 3 below presents the project implementation schedule.

Table 3: BRICKS Indicative Implementation Schedule Summary

Project Components	Activity	Agency	FY1	FY2	FY3	FY4	FY5	FY6
Component 1 Knowledge Management	(a) Networking country project teams and stakeholders for structured learning	CILSS	■	■	■	■	■	■
	(b) competitive regional innovation grants for technical assistance to develop information and communication tools	CILSS	■	■	■	■	■	■
	(C) Establishing an operations-services facility for SAWAP projects on key implementation topics related to environmental public goods.	CILSS, OSS, IUCN	■	■	■	■	■	■
	(d) Carrying out a series of regional environmental economic analyses	CILSS, OSS, IUCN	■	■	■	■	■	■
	(e) Strategic communication	IUCN	■	■	■	■	■	■
Component 2 Program Monitoring Support	(a) Aggregating from the SAWAP portfolio of 12 projects	OSS	■	■	■	■	■	■
	(b) Delivering participatory training and expert support on M&E to country project teams	OSS	■	■	■	■	■	■
	(c) Monitoring, modeling and mapping land and water resources and land use change; plus GIS capacity support	OSS	■	■	■	■	■	■
	(d) Impact evaluation platform	CILSS	■	■	■	■	■	■
Component 3 Project Management	Administration, overheads, project reporting at all three agencies; plus PIU at CILSS	CILSS, OSS, IUCN	■	■	■	■	■	■

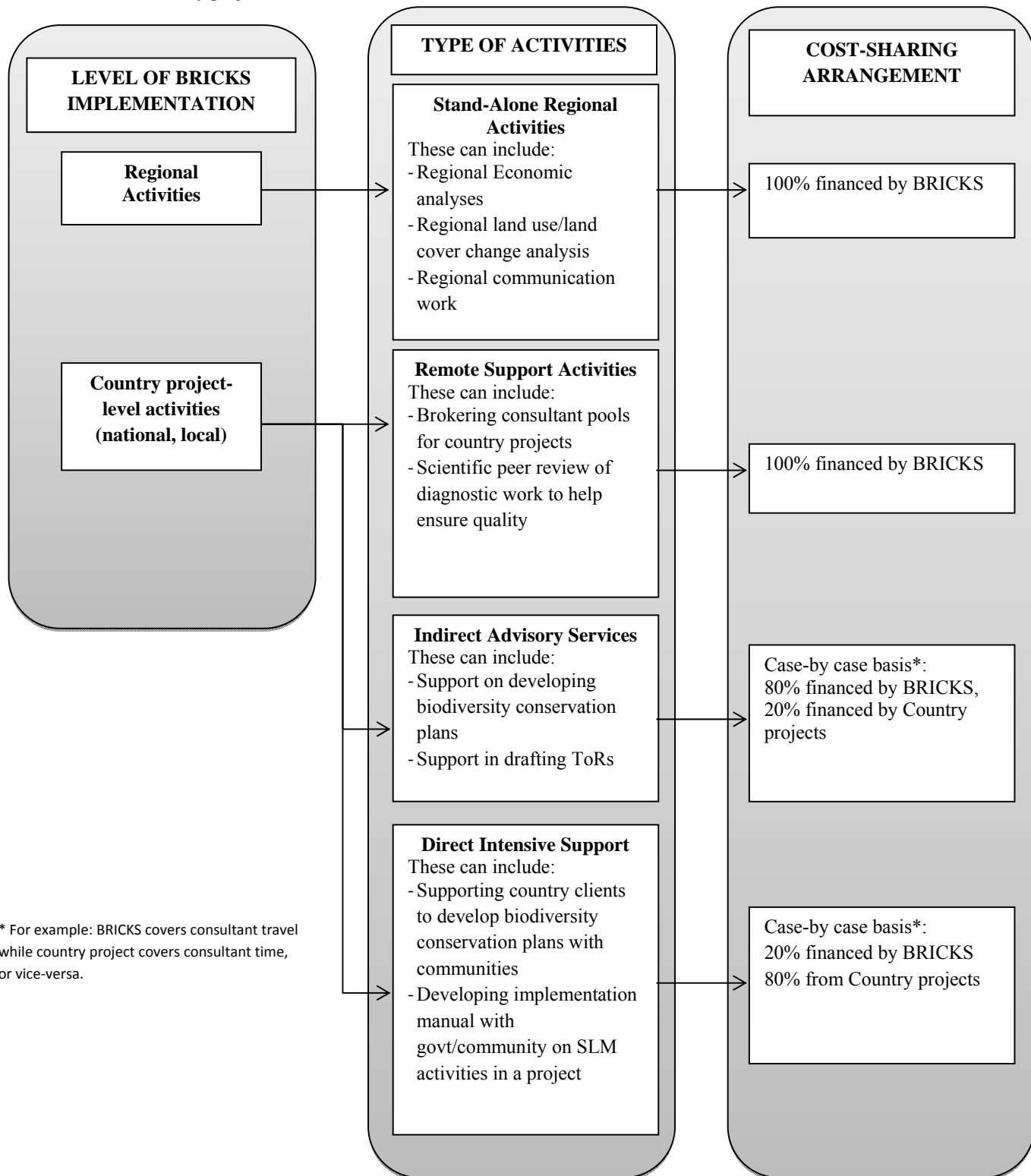
7. Linking Regional and Country Level: Providing services to country projects

Because of its large scale and linkage to the GGW and TerrAfrica, the SAWAP Portfolio and its BRICKS project involve numerous stakeholders at regional, national, and local level, with most SAWAP stakeholders involved in implementing specific projects on the ground at national and local levels through the 12-country SAWAP project portfolio. The BRICKS project will backstop country project efforts with pragmatic knowledge and M&E tools, opportunities for south-south learning within and outside the SAWAP portfolio, and by benchmarking project performance on best practices. Each of the 12 projects in the SAWAP portfolio include significant resources devoted to international training and strengthening national and sub-national institutional capacities in knowledge, monitoring and implementation. Each country project financed under the SAWAP umbrella includes budget for participating in regional SAWAP knowledge exchange and capacity support.

BRICKS will also provide operational services of a technical assistance nature to country project teams on a cost-sharing basis (an Indicative Request for Services Form for SAWAP Country teams is found in Annex 5). Depending on the type of activity, BRICKS will either fully fund the entire activity, or the projects will only cover a percentage of a given activity's costs. Below are the types of arrangements to be made between BRICKS and the country-level projects to provide services to the country projects on a demand-driven basis (see also Figure 2 below):

- *At the regional level:* BRICKS will cover 100% of costs for the implementation of all stand-alone regional activities, such as regional economic analysis, regional land use / land cover change analysis, regional communication work, etc.
- *Remote support to country project level activities:* BRICKS will cover 100% of costs for remote activities that only require, for example, desk reviews and other services that can be provided remotely. These activities include, for example, brokering consultant pools for country projects to freely access, or scientific peer review for country projects that may wish to have diagnostic work reviewed externally to help ensure quality.
- *Indirect advisory support to country project level activities:* BRICKS will cover up to 80% of the cost providing key advisory services, such as how to develop biodiversity conservation plans; helping draft TORs, or to develop a local NRM field manual for a project.
- *Direct intensive support to country project level activities:* BRICKS will cover up to 20% of the cost for direct support for country project implementation, such as: actively supporting country clients to develop biodiversity conservation plans with communities, developing implementation manual with government/community for SLM activities in a project, and so on. In these cases, BRICKS will cover stand-alone costs such as travel to the country, while the consultancy cost will be covered by the country project requesting the service. Blending costs on consultancy labor, for example, would be too complex.

Figure 2: Types of arrangements to be made between BRICKS and the country teams in providing services to the country projects on a demand-driven basis



* For example: BRICKS covers consultant travel while country project covers consultant time, or vice-versa.

8. Financial Management and Disbursement Arrangements

The Financial Management Assessment carried out during preparation determined whether each of the three implementing agencies has acceptable financial management arrangements to: (i) ensure the funds are used only for intended purpose in an efficient and economical way, (ii) underpin the preparation of accurate, reliable and timely periodic financial reports, and (iii) safeguard the entities' assets and (iv) carry out a satisfactory auditing process.

Financial Management Arrangements

Table 4: Staffing and Training

Entity	Description of staffing for the project
CILSS	CILSS financial management staff will be used to implement the project. The existing team is experienced and consists of a finance director, chief accountant, four accountants and a finance officer. They have 10 to 25 years of experience. To handle additional transactions resulting from the new project, an accountant with adequate and relevant experience and familiar with Bank FM procedures will be appointed.
IUCN	The FM Unit is headed by an experienced FM Manager (holding an MBA, with 10 years of experience in a local audit firm and 2 years in a petroleum company) and assisted by 3 accountants. One additional accountant with relevant experience will need to be recruited to reinforce the accounting team given the additional work generated by the new project.
OSS	The OSS financial and administrative department is well structured. It has three units: storing, accounting and expenses control. This department is also supported by a Certified Public Accountant member of Tunisian Institute of Certified Public Accountants. One additional accountant with relevant experience will need to be recruited to reinforce the accounting team given the additional work generate by the new project.

The three teams will have the responsibility to collect and control invoices, maintain the books, enter data in the accounting software, manage the project's bank accounts, keep the books of account and prepare the financial reports as well as the withdrawal and direct payments applications.

A training program will be developed and implemented every year. Training is mainly conducted through the local or sub-regional training institutions. Before disbursement, the Bank disbursement and financial management units will provide adequate training on report-based disbursement procedures and IFR elaboration.

Table 5: Budgeting

Entity	Budgeting arrangements
CILSS	CILSS has developed a Financial Accounting Manual which includes the budgeting process (preparation and monitoring). Budget will be adopted by the Council of Ministers before project implementation. The budget execution will be monitored on a quarterly basis using modern software. The chief accountant will be in charge of this monitoring.

IUCN	Reliance will be on IUCN budgeting arrangements described in its manual of procedures which is deemed adequate following a review by the Bank FM team. Budget is adopted by the directorate of IUCN before implementation. The FM manager will be in charge of budget monitoring.
OSS	The OSS is responsible for preparation of annual budget (operating and investment) and it is approved by its Executive Board. The project budget is prepared by each project coordinator and submitted for the approval of the Executive Secretary and the Steering Committee of each project.

Table 6: Accounting Policies and Procedures:

Entity	Accounting arrangements, policies and procedures
CILSS	Reliance on CILSS's existing accounting arrangements which comply with OHADA (Organisation pour l'Harmonisation en Afrique du Droit des Affaires). Accounting principles Syscohada call for double entries system and accrued accounting principles. The project will benefit from the existing accounting system supported by Oracle application and named CILSS IMIS which included several modules (Account payables, fixed assets, inventory control, treasury management, general ledger, budget monitoring)
IUCN	The financial procedures and controls framework defined in the IUCN manual of procedures are deemed appropriate to manage the project funds. It covers all key processes (fixed asset management, cash management, and project management, delegation of authorities, payroll management, and internal and external audit arrangements). The local accounting system (Syscohada) is used. A computerized accounting system (Sun system) is operating well; however this software is not adapted to offer all modules to project implementation. The project (trust funded) currently implemented uses Excel software. Accounting software with all modules (general accounting, cost accounting, monitoring and evaluation, fixed assets management, preparation of withdrawal applications interim financial reports and annual financial statements) will be purchased and used. Training on the accounting software for staff will be provided by a consultant. A consultant will be appointed to develop charts of and to customize software.
OSS	The OSS uses an accrual accounting method as required by the Accounting System for Enterprises promulgated by Law 96-112 of December 1st, 1996. The OSS financial statements are reconciled by December 31 of each fiscal year as follows: a balance sheet statement; an income statement; a statement of treasury flows; and financial statement notes. The information to produce Interim Unaudited Financial Reports (IUFs) of the project, which needs a cumulative statement since the beginning of the implementation, will be prepared on Excel sheet, compared with the accounting system.

As per Circuit Intégré des Financements Extérieurs (CIFE) procedures, the project accounting transactions will be reflected into the national financial statements. This will improve reliability of the national financial statements. Following (i) satisfactory reconciliation between financial reporting from CIFE and the project accounting software and (ii) the deconcentration of CIFE at the project, the decision will be made to shift to CIFE.

Table 7: Internal Control and Internal Auditing:

Entity	Accounting arrangements, policies and procedures
CILSS	The existing manual of procedures developed with the support from an international consulting firm is deemed adequate. It includes provisions pertaining to segregation of duties, delegation of authority, fixed asset management, accounts reconciliation. Reliance will be place on it. Internal Audit Function is headed by a Chief Internal Auditor. The principal functions of the Chief Internal Auditor are the following: (i) Audit charter, policy and procedure development, (ii) Risk and control assessment, (iii) Develop and execute the annual audit plan (iv) Investigation audit, (v) Coordination of External Auditors' assignments, and. (vi) perform special audit assignments in line with the audit charter as requested by the Authorizing Officer, the Audit Committee, the Council of Ministers or the authority of Heads of States.
IUCN	<p>An Internal Audit Unit located at the headquarters performs several audits in the different regional and countries offices using a risk based approach. The recent mission performed at the Burkina Faso Regional Office was in July 2010. A review of the mission report reveals the following insufficiencies: (i) preponderance of cash based transactions, (ii) weakness in control over country offices and programs, and (iii) accounting of payroll and staff benefit not automated. An action plan has been elaborated to implement recommendations to address these issues.</p> <p>To maintain the control environment at the Regional office and better oversee the country offices, it is planned to recruit one internal auditor. The latter will be located at the Regional office. The recruitment of the additional accountant as required in the current FM assessment could also contribute in mitigating the weaknesses above.</p>
OSS	The OSS does not have an internal audit department, but it has an expenses control, which checks all the payment orders before their submission to the Executive Secretary for signature. The financed project-related transactions will be subject to his regular reviews. The internal control system set within the OSS guarantees the separation of the functions through several levels of independent controls: (i) formal organizational structure, which clearly separates specific functions from independent control mechanisms; (ii) the authorization by the expenses control and the Executive Secretary, who are the signatories of all payment orders. This internal control system has been deemed satisfactory by the Bank.

Financial Reporting and Monitoring

The three implementing entities will each have to prepare quarterly Interim Financial Reports (IFRs) during project implementation. IFRs will include the following FM aspects:

- (i) Sources and uses of funds by funding source and
- (ii) Uses of funds by activities of the project;
- (iii) Projected expenditures and cash forecast for the next semester (six months);
- (iv) Bank reconciliation statement for the Designated Account (DA) and
- (v) The Operations Account, showing the cash balance available at end of the semester under review.

The IFRs will cover all activities financed through the Bank funds. Each interim financial report shall be furnished to the World Bank not later than 45 days after each subsequent calendar quarter, and shall cover such calendar quarter.

Table 8: Financial report systems

Entity	Financial reporting systems
CILSS	CILSS financial reporting arrangements include preparation of interim financial statements each quarter. Indeed, CILSS developed the IFR equivalents for projects financed by EU donors, USAID each quarter.
IUCN	The current content and format of the IFR of the World Bank project entitled “SPWA - Scaling up the impacts of good practices in linking poverty alleviation and biodiversity conservation” is deemed acceptable to the Bank.
OSS	The IFR will be prepared quarterly and transmitted to the Bank 45 days after the end of each quarter. The table templates are included in the project manual of procedures annex.

External Auditing: The project’s financial statements (of the entities) will be subject to an annual audit by a reputable, competent and independent auditing firm based on terms of reference that satisfactory to the Bank. In addition to the audit reports, the external auditors will be expected to prepare a Management Letter that includes observations, comments, and providing recommendations for improvements in accounting records, systems, controls and compliance with financial covenants in the respective Grant Agreement. The project will be required to produce, no later than June 30 of the following fiscal year, audited annual financial statements. In line with the new access to information policy, the project will comply with the Bank disclosure policy of audit reports (e.g. make publicly available, promptly after receipt of all final financial audit reports (including qualified audit reports) and place the information provided on its the official website within one month of the report being accepted as final by the team.

Funds Flow and Disbursement Arrangements

Funds flow

Each implementing entity based in Burkina Faso (CILSS and IUCN) will each open a Designated Account (DA) at the Banque Atlantique Burkina Faso and will receive project proceeds on the basis of the project cash needs. Likewise, OSS will open a DA in Tunis at the Amen Bank. These DAs will be used as transit accounts and as such, funds will be transferred from each DA to discrete transaction accounts. These accounts will be opened at a commercial bank. The Coordinator and the Finance Officer of each implementing entity will be joint signatories of each of these respective accounts. Direct payments will be made to service providers if need be.

Disbursement arrangements

The project will use report-based disbursement procedures. Each funding request prepared by each implementing agency will be accompanied by the quarterly IFR, the DA activity statement, the operations accounts activity statement and the up-to-date bank statements. However, for the first year, each implementing agency will use the transactions based disbursement procedures. An assessment will be performed to ensure the report based disbursement described above will be applicable. The project FM staff will be trained on the requirements of designated account funding. Upon receipt of each application of withdrawal of an amount, the Bank shall, on behalf of the recipient, withdraw from the account and deposit into the designated account an amount equal or lesser of: (a) the amount so requested on basis of the cash forecast and IFR, or (b) the amount which the Bank has determined, based on the IFR accompanying the said application. Subsequently, the requested amount will be deposited into the designated account in order to meet the cash needs of the project based on the approved annual joint work plan for every six-month period following the date of such report. For more details on disbursement procedures, please see the respective Disbursement Letters signed by CILSS, OSS, and IUCN on October 15, 2013⁹.

⁹ For additional information, please see the following websites:

Disbursement Guidelines for Projects (English):

<http://siteresources.worldbank.org/PROJECTS/Resources/DisGuideEng.pdf>

Disbursement Guidelines for Projects (French):

<http://siteresources.worldbank.org/PROJECTS/Resources/DisGuideFre.pdf>

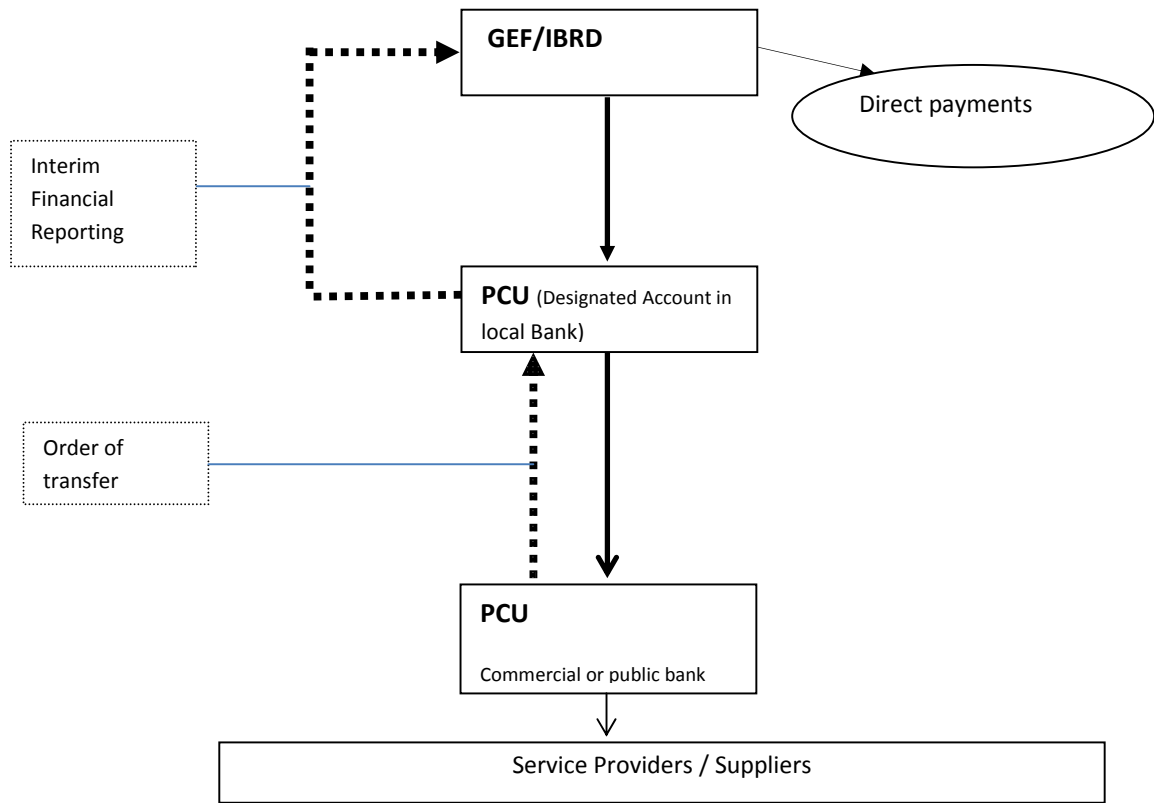
Disbursement Handbook for World Bank Clients:

<http://siteresources.worldbank.org/INTDIASPORA/General/21528110/Disbursement-Handbook.pdf>

World Bank Client Connection SecureWebsite:

<https://clientconnection.worldbank.org>

Figure 3: Flow of Funds to CILSS



Legend:

Transfers of funds

Flow of documents (Interim financial reporting,)

Payment to suppliers

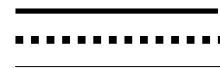
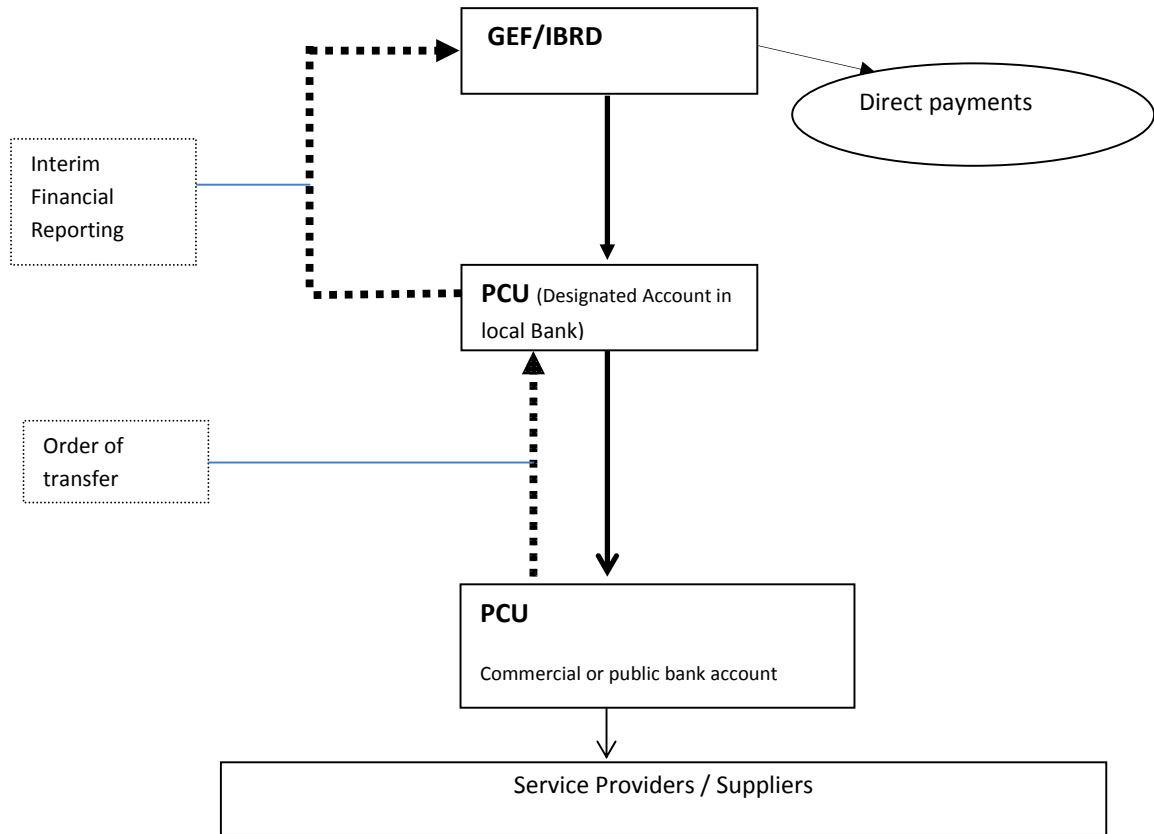


Figure 4: Flow of Funds to IUCN



Legend:

Transfers of funds

Flow of documents (Interim financial reporting,)

Payment to suppliers

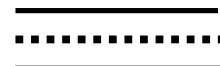
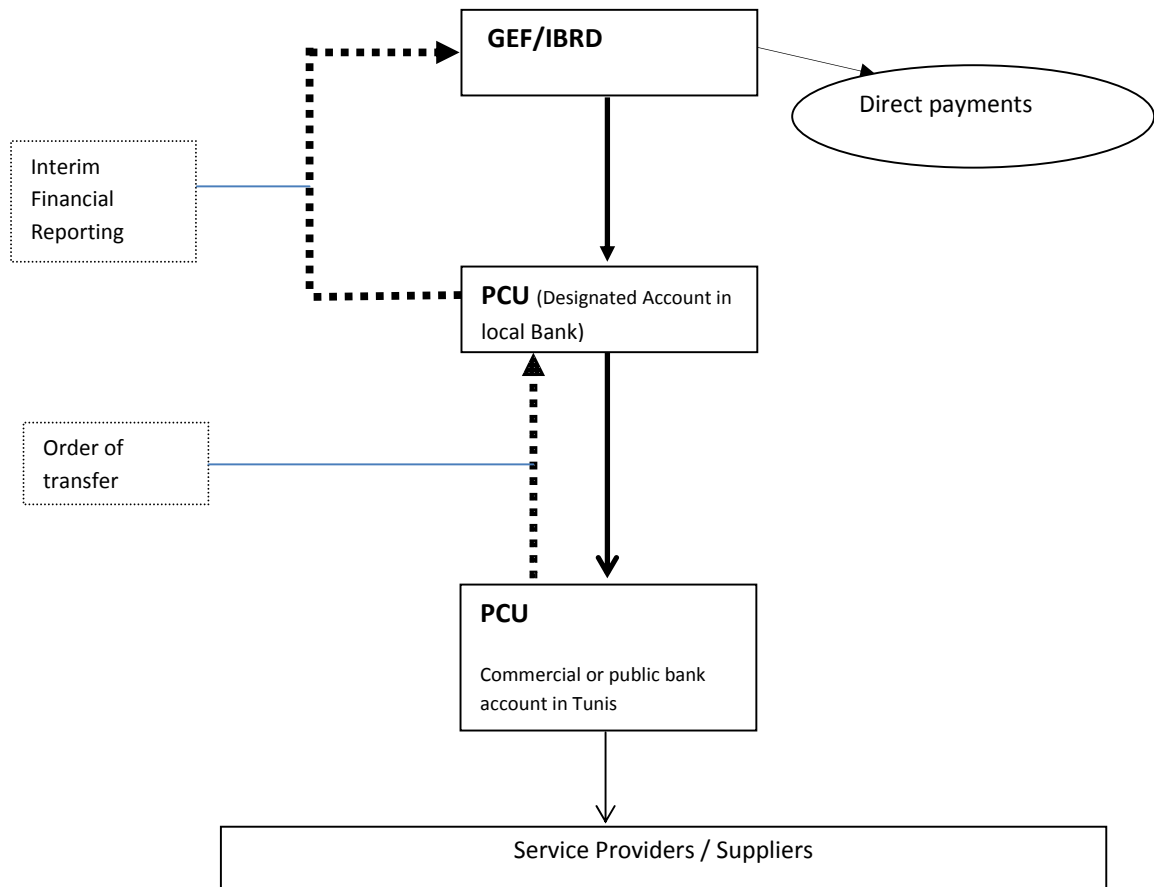


Figure 5: Flow of Funds to OSS



Legend:

Transfers of funds

Flow of documents (Interim financial reporting,)

Payment to suppliers



Withdrawal of Grant Proceeds

In accordance to the implementing agencies' (IAs) Grant Agreements, the IAs may withdraw the proceeds of the Grant in accordance with the provisions of: Article III of the Standard Conditions of the respective Grant Agreements and such additional instructions as the World Bank may specify by notice to IAs (including the "World Bank Disbursement Guidelines for Projects" dated May 2006, as revised from time to time by the World Bank and as made applicable to the Grant Agreements pursuant to such instructions), to finance Eligible Expenditures as set forth in Table 9 below.

The following table specifies the categories of Eligible Expenditures that may be financed out of the proceeds of the Grant ("Category"), the allocations of the amounts of the Grant to each Category, and the percentage of expenditures to be financed for Eligible Expenditures in each Category:

Table 9: Disbursements by category to be financed from Grant proceeds

Category	Amount of the Financing Allocated (in USD)	Percentage of Expenditures to be Financed (inclusive of Taxes)
(1) Goods, training, operating costs, non-consulting services and consultants' services under the Project	4,429,630	100%
(2) Small-grants under Part 1(b) of the Project.	200,000	100% of amount disbursed
TOTAL AMOUNT	4,629,630	

As regards to withdrawal conditions and withdrawal period, no withdrawal shall be made for payments made prior to the date of the Grant Agreements. The Closing Date, as per Grant Agreements, is June 30, 2019.

Table 10: Financial Management Action Plan

Significant Weakness or Risk	Action	Responsible body	Completion
The three implementing agencies have a workload that may impact project performance	1. Recruit an additional accountant with adequate and relevant experience and familiar with Bank FM procedures for each implementing agency	1. Three coordination units	1. Within one month after effectiveness
	2. Recruit an internal auditor for the project for the IUCN	2. Coordination unit of IUCN	2. Within one month after effectiveness

	<p>3. Develop a draft Project Implementation Manual (PIM) to ensure appropriate implementation of activities</p> <p>4. Train staff to the Bank’s local or sub regional training institutions. Before disbursement, the Bank LOA and FM units will provide adequate training on report-based disbursement procedures and IFR elaboration</p>	<p>3. Three agencies’ coordination units in one intra-agency PIU</p> <p>4. Three agencies’ coordination units in one intra-agency PIU</p>	<p>3. Before effectiveness</p> <p>4. Within two months after effectiveness</p>
The current software of IUCN is not adequate for project management.	Purchase accounting software with all modules (general accounting, cost accounting, monitoring and evaluation, fixed assets management, preparation of withdrawal application, interim financial reports and annual financial statements)	Coordination unit of IUCN	Within 2 months after effectiveness
Risk of fraud and corruption	Ex post controls: External audit and integrated fiduciary review will be performed.	Three coordination units	During implementation of project

Implementation Support Plan: FM implementation support missions will be consistent with a risk-based approach, and will involve a collaborative approach with the three implementing entities and the project team. A first implementation support mission will be performed six months after project effectiveness. Afterwards, the missions will be scheduled by using the risk based approach model and will include the following: (i) monitoring of the financial management arrangements during the supervision process at intervals determined by the risk rating assigned to the overall FM Assessment at entry and subsequently during Implementation (Implementation Status and Results report (ISR).); (ii) integrated fiduciary review on key contracts, (iii) review the IFRs; (iv) review the audit reports and management letters from the external auditors and follow-up on material accountability issues by engaging with the task team leader, Client, and/or Auditors; the quality of the audit (internal and external) also is to be monitored closely to ensure that it covers all relevant aspects and provide enough confidence on the appropriate use of funds by recipients; and, (v) physical supervision on the ground; and (vi) assistance to build or maintain appropriate financial management capacity.

Conclusions of the FM Assessment: The overall residual FM risk at preparation is considered Moderate. The proposed financial management arrangements for this project are considered adequate to meet the Bank’s minimum fiduciary requirements.

9. Procurement Management Arrangements

Procurement will be carried out in accordance with the Guidelines On Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants, known as the “2011 Anti-Corruption Guidelines,” and the Guidelines: Procurement under IBRD Loans and IDA Credits, published by the Bank in January 2011, the Guidelines: Selection and Employment of Consultants by World Bank Borrowers, dated January 2011, the Financing Agreement and the Procurement Plan approved by the Bank. Project activities will involve relatively small amounts of funds, with the possible exception of major studies (which will be submitted for bidding)¹⁰. The following defines procurement categories, methods and thresholds.

Procurement of works: No works are expected to be procured under this project (see thresholds in Table 11 below on Works, Goods and Non-consulting services).

Procurement of Goods: “Goods” includes commodities, raw material, machinery, equipment, vehicles, and industrial plant. All procurement of goods shall be carried out in accordance with the World Bank Procurement Guidelines (see procurement methods and thresholds in Table 11 below on Goods, Works and Non-consulting services).

Procurement of non-consulting services: Non-consulting services for which the physical aspects of the activity predominate, are bid and contracted on the basis of performance of a measurable physical output, and for which performance standards can be clearly identified and consistently applied, such as drilling, aerial photography, satellite imagery, mapping, and similar operations. Procurement of non-consulting services will be conducted in accordance with the World Bank Procurement Guidelines (see procurement methods and thresholds in Table 11 below on Goods, Works and Non-consulting services).

The use of civil servants as individual consultant or as a team member of Consultants firms will strictly follow the provisions of Article 1.9 to 1.11 of the Consultant Guidelines.

Goods and non-consulting services shall be procured under contracts awarded on the basis of “International Competitive Bidding”. However, “Shopping”, is another method, other than International Competitive Bidding, that may also be used for procurement of goods and non-consulting services for those contracts specified in the Joint Procurement Plan

Table 11: Works, Goods and Non-consulting services

¹⁰ World Bank procurement documentation can be found at: web.worldbank.org/WBSITE/External/Projects/Procurement

Description	Procurement Methods	Threshold US\$	Prior review
1. Works	No works will be financed	No works will be financed	No works will be financed
2. Goods and Non-Consultant services	ICB	≥ 1 000.000	All
	NCB	< 1.000.000	a=None
	Shopping	< 100.000	None
	Shopping for vehicles	< 150.000	None
	SSS	No threshold	All

ICB: International Competitive Bidding; NCB: National Competitive Bidding; SSS: Single Source

Selection of Consultants: Consulting services foreseen will be procured with the most appropriate procurement method allowed by the World Bank Guidelines and included in the Joint Procurement Plan approved by the World Bank : (a) Quality and Cost Based Selection (QCBS); (b) Least Cost Selection (LCS); (c) Selection under a Fixed Budget (FBS); (d) Selection based on the Consultant’s Qualification (CQ) for the selection of firm for contract estimated to cost less than US\$200,000; (e) Single Source (SS) Selection of consulting firms shall be used with the World Bank’s agreement for services in accordance with paragraphs 3.10 to 3.12 of the Guidelines.

Terms of reference will be subject to the World Bank review. Short lists of consultants for services estimated to cost less than US\$200,000 equivalent per contract may be composed entirely of national consultants in accordance with the provisions of paragraph 2.7 of the Consultant Guidelines.

Consultant services meeting the requirements of section V of the consultant guidelines will be selected under the provisions for *the Selection of Individual Consultants* through the comparison of the curriculum vitae of at least three qualified individuals, and *Single-source procedures for the Selection of Individual Consultants* (see procurement methods and thresholds below in Table 12 on Selection of Consultants).

Table 12: Selection of Consultants

Description	Procurement methods	Threshold US\$	Prior review
Consultant Firms	QCBS; QBS; LCS; LBS	≥ 200.000	All
	CQ	<200.000	None
	SSS	No threshold	All
Individual Consultants	IC (Advertisement)	≥ 100.000	All
	IC (Three CVs)	< 100.000	None
	SSS	No threshold	First contract and then all contracts estimated above the equivalent of 5,000 US\$
All TORs are submitted for prior review			

QCBS: Quality and Cost Based Selection; QBS: Quality Based Selection; LCS: Least Cost Selection; LBS: Limited Budget Selection; CQ: Consultant Qualifications; IC: Individual Consultant; SSS: Single-source

Training Programs, Conferences, Workshops, etc.: All training and workshops will be carried out on the basis of the project's joint work plans and budgets approved by the World Bank, and which will among others, identify: (i) the envisaged training and workshops; (ii) the personnel to be trained; (iii) the institutions which will conduct the training; and (iv) duration of the proposed training.

Operating Costs: Operating Costs include office supplies, operation and maintenance of vehicles, maintenance of equipment, communication, rental, utilities, consumables, transport and accommodation, travel costs and per diem, etc. Operating costs procedures will follow the World Bank Procurement Guidelines.

Small-Grants: Small-Grants will fund low cost information and communication tools and will not support the implementation of civil works. Small-Grants will be evaluated and awarded under procedures acceptable to the World Bank.

It should be noted that the Joint Procurement Plan shall set forth those contracts which shall be subject to the World Bank's Prior Review. All other contracts shall be subject to Post Review by the World Bank.

Concerning the current procurement capacity of the implementing agencies, the risk can be rated as "Moderate", provided the implementation of the following recommendations: (i) The staff to be involved in procurement will attend, at the beginning of the project, the launch to be acquainted with applicable Bank procedures and particularly keep close contact with the Bank procurement staff assigned for the project, (ii) CILSS, OSS, and IUCN will each produce a draft Procurement Plan to be compiled as one Joint Procurement Plan by CILSS and then reviewed by the World Bank, (iii) The draft PIM has been prepared together by the three Implementing Agencies in consultation with the Bank.

To help mitigate any procurement risks, CILSS will competitively recruit a qualified and experienced procurement consultant. A procurement assistant will also be assigned within CILSS and other implementing agencies and all staff will require continuous training. OSS and IUCN West and Central Africa Office will also assign dedicated procurement staff to the project, supplemented by consultants as needed. A Bank Procurement Specialist will also provide training as necessary and close supervision.

C. Monitoring and Evaluation: BRICKS Project level and SAWAP Regional Program level

1. M&E in the BRICKS Project

BRICKS PDO: The Project Development Objective (PDO) and Global Environment Objective (GEO) is to improve accessibility of best practices and monitoring information within the Sahel and West Africa Program (SAWAP) portfolio on sustainable land use and management.

The **PDO level indicators** are measurable and cost-effective, and include:

- i. National team members in projects in the SAWAP umbrella reporting satisfaction with the effectiveness of services provided by the BRICKS project (%).
- ii. Establishment and maintenance of a regional portfolio level monitoring system capable of aggregating environmental change information from participating country projects (#).
- iii. Project beneficiaries (number), of which female (%) [core indicator].

Intermediate results and indicators: See the BRICKS Results Framework in Annex 9 for the list of BRICKS intermediate results indicators and their definitions.

Distinguishing between BRICKS Project Level and SAWAP Portfolio Level M&E: It is important to distinguish between two levels of M&E involving the BRICKS project. *First*, there is **project level** M&E, which includes the metrics for measuring the degree of successful implementation of the BRICKS project itself. *Second*, there is **portfolio-level** M&E, which is an activity financed by the BRICKS project; this activity will establish and maintain a regional M&E system to gauge SAWAP portfolio performance. This activity includes associated capacity support on M&E to country project teams in the SAWAP umbrella, supplemented by selected regional monitoring work using remote sensing, etc.

Implementing project-level M&E within the BRICKS project

The PIU at CILSS will have overall responsibility for the BRICKS project M&E, including aggregating outputs and data from the implementing agencies into a consolidated M&E report as part of the annual progress reports. Some M&E data (especially activities & outputs) will also be included in quarterly and bi-annual progress reports.

The PIU at CILSS will also develop a data management system to ensure the compilation of data needed for satisfactory project monitoring and evaluation. The PIU at CILSS will be required to keep detailed records of activities, outputs and expenditures against agreed Joint Work Plans and following standard formats, including robust financial monitoring.

Data reliability at the BRICKS project-level. The project's objectives and indicators were selected to: (i) ensure an accurate attribution of the project's success through its achievement of the PDO, and (ii) gauge the ability of regional organizations and participating country projects to report on progress of national-level projects in the SAWAP portfolio toward the collective goal of increasing area with SLWM practices. A special effort was made to ensure that the indicators selected are simple and have low-cost data requirements.

BRICKS project-level M&E risks. Due to differences in M&E capacity in the different implementing agencies it could be challenging to manage the M&E process for this project. More significantly, these differences in capacity could undermine the timely achievement of project outcomes. The project intends to overcome these challenges through inter-agency working groups on M&E and Project Management, (see section B4 on Working Groups) plus capacity strengthening and standardization of data analysis and management instruments of the implementing agencies.

M&E staffing at the PIU at CILSS: The Lead BRICKS M&E Coordinator, based at the PIU which is housed in the CILSS secretariat, is in charge of leading all **BRICKS Project Level M&E** accountabilities. The accountabilities include, among others: BRICKS project-level reporting; Updating

BRICKS results framework (see Annex 9) and the GEF tracking tools for climate change mitigation and land degradation (see Annex 8), Develop and maintain a BRICKS project MIS; Highlight and assess issues for management attention and project adaptation based on findings from the BRICKS M&E system; Lead coordination of all tasks related to the establishment and promotion of an impact evaluation platform; and Participate in the M&E and GIS working groups led by OSS. Please see Annex7 for more specific accountabilities of the Lead BRICKS M&E Coordinator at CILSS.

The M&E coordinator will work closely with M&E specialists from OSS and IUCN, who are also part of the broader inter-agency BRICKS PIU team, on Project level M&E data needs. The Lead BRICKS M&E Coordinator will also work with his/her own organization (CILSS) staff to ensure that all M&E data from the institution are delivered in a timely and correct manner.

The role of OSS and IUCN at the PIU: OSS and IUCN are part of broader inter-agency BRICKS PIU team and will have M&E staff responsible for BRICKS related M&E. OSS and IUCN will help ensure that the data aggregation and management efforts led by CILSS are conducted in a timely and technically sound manner by providing CILSS the M&E data quarterly or as needed. Please see Section B3 for specific accountabilities of the M&E specialists at OSS and IUCN.

The role of the M&E Working Group in BRICKS project-level M&E. The M&E working group is an inter-agency group led by OSS and including CILSS and IUCN that will work on BRICKS project level M&E and the broader SAWAP Portfolio level M&E described below.

Project level M&E risks: BRICKS is a simple technical assistance project and therefore has only one main risk, that is, concerning coordination of M&E across three implementing agencies; due to differences in M&E capacity in the different implementing agencies, it could therefore be challenging to coordinate the M&E process for this project.

Mitigation measure: First, the structure of the M&E system is designed to mitigate this risk, as the results and indicators were elected for their simplicity and cost-effectiveness. Second, even though the project level M&E system is under the lead of CILSS, each implementing agency has M&E staff assigned to the BRICKS project, thereby strengthening the BRICKS inter-agency team on M&E by drawing upon the collective experience of all three agencies.

2. Implementing the SAWAP Portfolio level M&E (activity financed under Component 2 of the project)

OSS will lead the M&E efforts at the SAWAP portfolio-level, which is an activity financed under BRICKS Component 2 (see Section A6 for a description of the Component and section B6 for the implementation arrangement of the Component) and supported by the M&E Working Group composed of all three implementing agencies and others, as needed (see Section B6 on Component 2 implementation). These efforts will help to reinforce knowledge exchange, and design and implementation of next-generation investments on the ground. This in turn reinforces alliances in countries, enhances coalitions around common objectives, and builds trust among SAWAP country operations. The portfolio-level aggregation and comparison of country project results will add value via mutual learning and portfolio-level reporting.

SAWAP portfolio indicators (at the level of Program Development Objective) will be aggregated by the BRICKS project (see Box 1). Results and indicator values come from the 12 individual country investment operations on the ground as they generate the data.

Box 1: SAWAP portfolio level indicators to be aggregated by the BRICKS project.

- 1: Increase in land area with sustainable land and water management practices in targeted areas, compared to baseline (hectares, reported by crop, range, forest, wetlands, protected areas).
- 2: Changes in vegetation cover in targeted areas, compared to baseline (hectares).
- 3: Targeted institutions with increased adaptive capacity to reduce risks and respond to climate variability, compared to baseline (#).
- 4: Change in carbon accumulation rates in biomass and soil, compared to baseline (t/C/ha).

SAWAP country projects also track unique project-specific intermediate results indicators and these will be aggregated by the BRICKS project to the extent possible. Examples of aggregated intermediate level results indicators are in Box 2.

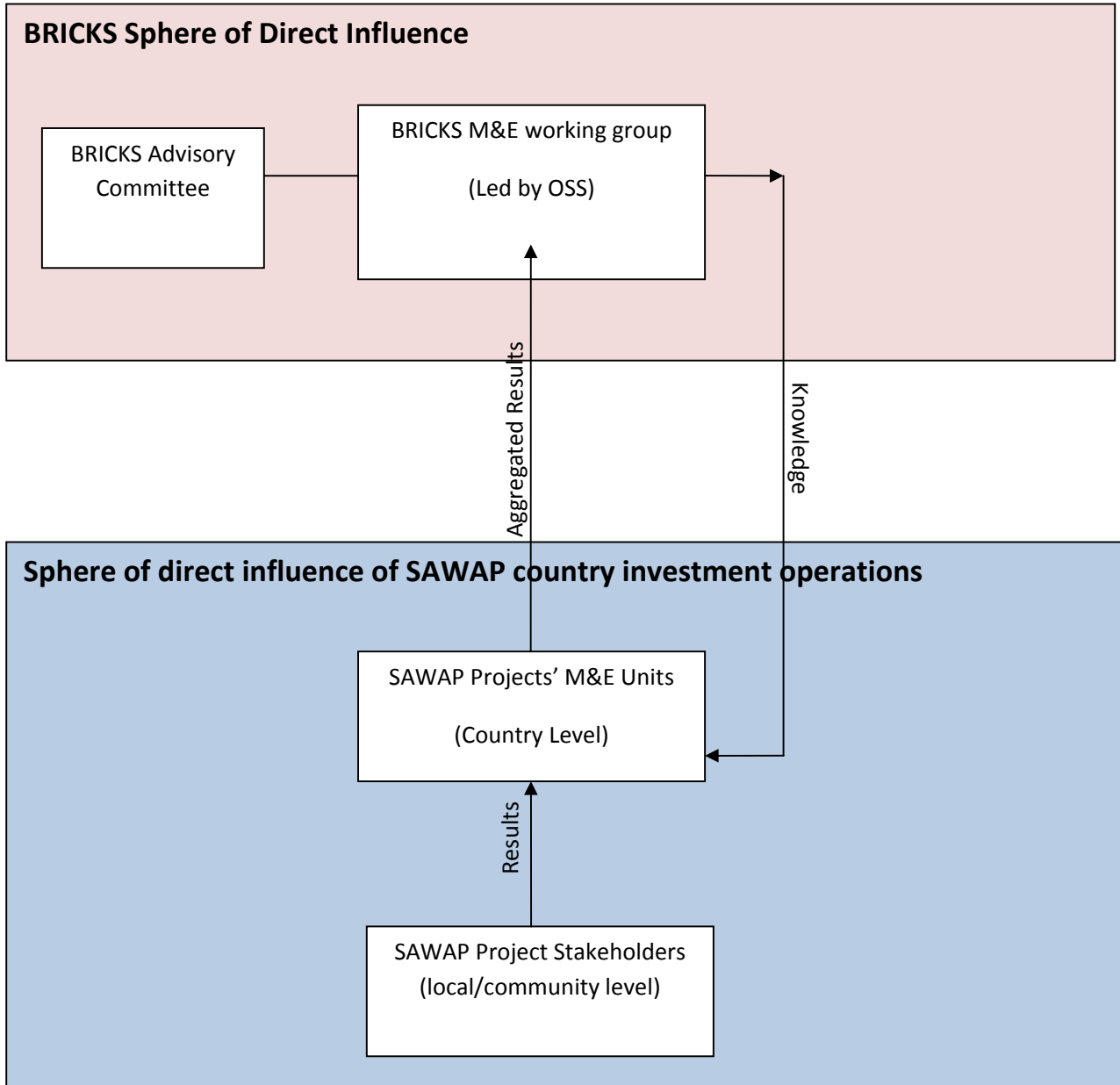
Box 2: SAWAP portfolio level indicators to be aggregated by the BRICKS project.

- Additional land area under sustainable land and water management (SLWM) or Sustainable Forest Management (SFM) practices (Ha)
- Number of natural resource management plans implemented in target areas (includes forestry, participatory, watershed)
- Number of direct project beneficiaries
- Number of people trained in/adopted NRM techniques and/or receiving extension services
- Number of SLWM practices/strategies disseminated/introduced/applied in targeted zones

For more on SAWAP, see the SAWAP Program Document Framework approved by the GEF Council in 2011 at the following link: http://www.thegef.org/gef/sites/thegef.org/files/documents/document/04-13-12%20COUNCIL%20DOCUMENT_0.pdf

Flow of information. Figure 6 below illustrates the flow of information through the SAWAP portfolio M&E system.

Figure 6: SAWAP Portfolio level M&E Implementation Arrangements supported by BRICKS



The role of OSS in leading the BRICKS project's portfolio-level M&E efforts:

Summary: OSS will aggregate M&E project data from SAWAP projects to allow for portfolio level results M&E. Working closely with SAWAP project teams, OSS will also carry out stand-alone regional monitoring work, such as on changes in biological productivity in the SAWAP area of intervention. OSS will also be responsible for supporting countries and their project teams to apply M&E and geospatial tools for resource and results monitoring. The OSS will lead the M&E and GIS Working Group.

Breakdown of activities led by OSS:

- i. *Aggregating and benchmarking results and M&E system development support in the SAWAP portfolio of 12 projects.* Each of the discrete country projects will contribute relevant data and results from their M&E systems up to regional level, where OSS will aggregate this information to allow for reporting on progress at regional scale, with a particular emphasis on the SAWAP portfolio.
How: OSS will on a *bi-annual basis* request data and results from the SAWAP executing agencies/partners, which it will then aggregate. OSS will also support country project teams on M&E during the different project phases.
- ii. *Identification of best practices for SAWAP project areas.* OSS will coordinate the methodical identification and deployment of evidence and technical guidelines on proven best practices from a range of settings.
How: Relying on regular desk reviews, portfolio reviews, existing academic and public/private sector research. Both process and impact monitoring will be included in the training and technical support services.
- iii. *Delivering participatory training and expert support on M&E to country project teams.*
How: On a demand driven basis, OSS will lead the planning and execution of M&E training activities to country project teams. OSS will also convene expert support on M&E by establishing a region-wide community of practice and tapping into this community, as needed.
- iv. *Monitoring, modeling and mapping land and water resources and land use change in the regional portfolio, including terrestrial carbon estimation to help estimate the portfolio's contribution to climate change mitigation.*
How: OSS will coordinate with national agencies, local observatories, and regional partners to strengthen the capacity of participating countries through the learning program described in the main text. All data and analyses will be uploaded into the decision support platform.

Role of the M&E Working Group

The M&E working group is an inter-agency group led by OSS and including CILSS and IUCN that will work on both the BRICKS project level M&E and the broader SAWAP Portfolio level M&E.

Institutional Capacity for SAWAP Portfolio Level M&E

The multinational scope and reach of this project requires an M&E system that is robust to facilitate systematic data analysis of data from the SAWAP country projects. Capacity of M&E officers of country projects in SAWAP will need to be of sufficient level to network and engage substantively with the regional M&E team led by OSS. For this reason, a program of capacity support will be rolled out as part of the regional learning program for country teams.

Portfolio level M&E risks

There are challenges of alignment on what to measure (outputs and outcomes), how to measure (selection of indicators), how to report what has been measured (aggregated or not aggregated), and how to approach the utilization within SAWAP of what is known from the M&E system (knowledge management). There are also significant challenges in the collection, analysis, aggregation, and dissemination of relevant information. Strong efforts will be made to network country project M&E officers and the M&E team of the BRICKS project (led by OSS) to create a region-wide community of practice on M&E. Furthermore, the country project M&E officers will be requested to be involved in establishing the regional M&E system and helping design the learning program since it will be devised to be implemented on a demand-driven basis.

3. BRICKS Project-level M&E Reporting

The BRICKS implementing agencies will issue the reports listed below, the delivery of which the M&E teams will need to participate intensively. For more details on each report please see section E below on Project Reporting and Other Documentation. Standard formats for all routine reports will be those developed and used by the World Bank.

- ***BRICKS financial reports*** will be prepared on a half-yearly basis or on request from the World Bank.
- ***Semi-annual BRICKS progress reports*** will provide updates on activities and outputs against the work plan.

- ***Joint annual reports for BRICKS implementation*** will provide a comprehensive review of physical progress of project implementation, both cumulatively and for the year in question.
- ***Joint Work Plans and Budget for BRICKS*** (the first of which is 16 months) will describe the activities, the outputs to be achieved, and costs under the BRICKS project for the following 12- to 18-month period.
- ***Joint Procurement Plan for BRICKS*** will detail the various contracts of Goods, Non-consulting Services and Consultant Services required to implement the project.
- ***Mid-term review of BRICKS***. A Mid-term Review will be carried out after two years of BRICKS implementation.
- ***Completion report for BRICKS***. CILSS will prepare the Project Completion Report, with detailed inputs from both OSS and IUCN, in accordance with the Grant Agreement.
- ***Aide memoires for BRICKS implementation support missions***. Aide memoires will be produced at the close of each implementation support mission by the Bank with inputs and reviews from the three IAs.

D. Key Risks and Mitigation Measures

The BRICKS Project is categorized as having moderate overall risk, yet has numerous upsides due to its innovative nature. The main risks are as follows and are summarized in Table 13 below.

Post-project sustainability. This risk will be mitigated in three ways, all of which depend on leveraging or establishing robust operational partnerships horizontally and vertically. First, the BRICKS budget will strengthen the capacity of the implementing agencies by supporting staff and consultant costs to engage effectively with other regional and country stakeholders so as to provide good operational services to the SAWAP portfolio of country projects, and mainstream the knowledge and monitoring tools developed under the BRICKS project. CILSS's and partners' technical services developed under the BRICKS project would also be deployed as part of broader implementation of the GGW by various partners and other country projects outside SAWAP. Second, the BRICKS project will continuously provide learning opportunities for SAWAP project staff thereby building a region-wide community of practice focused on investment action; this cohort will continue to apply their knowledge in their work in their respective institutions after the BRICKS project closes. Third, BRICKS will be implemented over 6 years. Due to budget constraints, most activities will implement during the first four years, which is when the SAWAP

portfolio can benefit most from the application of harmonized tools and best practices. Years 5 and 6 will see the maintenance of portfolio level monitoring, communication of SAWAP results, and basic maintenance of the communities of practice – all of which should become mainstreamed into the broader GGW coordination platform being set up by the AUC and by the existing regional TerrAfrica platform implemented by NPCA.

CILSS has emerging familiarity with World Bank financed projects. This is the first World Bank project implemented by CILSS in recent years and as such CILSS faces a learning curve with the Bank's fiduciary requirements. This risk will be mitigated two main ways. First, the team would carry out the recommendations from the financial management and procurement capacity assessments, with careful attention being paid to put in place strong accountability mechanisms and continuous training opportunities. Second, BRICKS relies on three agencies to implement activities, so as to help accelerate disbursement and link experienced partner agencies that can advise CILSS as a three-agency implementation team. The other two implementing agencies, OSS and IUCN's West and Central Africa office, are both now implementing Bank-financed operations.

Limited budgets among countries and country project teams to participate in a regional project serving as a hub. This risk will be mitigated by involving country project teams, national program coordinators, and officers/advisors for M&E, communication, knowledge management of SAWAP's 12 country projects in the implementation of the proposed BRICKS project, both at working level and by including the National Project Coordinators in the BRICKS Advisory Committee. This will be set up as core team complemented by an extended project team based on interest and availability, but involving everyone to help build a strong portfolio-wide "community of action."

Political and security risks. This presents a moderate risk to the regional project itself, as the risk could hinder generation of on-the-ground information from discrete projects and the reporting and aggregation of data up to regional level, if the security situation currently faced in Mali, northeastern Nigeria, and other locations persists or spreads. The risk associated with the political environment will be mitigated through the risk diversification inherent in BRICKS project design. First, BRICKS relies on three respected regional implementing agencies with footprints in a number of locations. CILSS has offices in Burkina, Mali and Niger. IUCN West and Central Africa Office has offices in Burkina Faso and Nigeria and the IUCN headquarters is located in Switzerland. OSS is located in Tunisia. Second, BRICKS links to 12 different country operations that go beyond the Sahel. Nonetheless, the Bank team will carefully monitor the situation closely with the three regional agencies and country project teams and counterparts.

Table 13: Summary of Risk Ratings

Risk Category	Rating
Stakeholder Risk	Moderate
Implementing Agency Risk	
Capacity	Moderate
Governance	Low
Project Risk	
Design	Low
Social and Environmental	Low
Program and Donor	Low
Delivery Monitoring and Sustainability	Moderate
Overall Implementation Risk	Moderate

1. BRICKS Operational Risk Assessment Framework (ORAF)

This ORAF was developed by the three IAs and Bank task team as part of the package approved by the World Bank Board of Directors on September 4, 2013. The ORAF is a toll that will be used by all IAs and the Bank during project implementation to help the teams manage risks to the project. Updates to the ORAF will be included in regular project reporting, aide memoires, and the Bank’s Implementation Status and Results report (ISR).

Project Stakeholder Risks						
Stakeholder Risk	Rating	Moderate				
<p>Description:</p> <p>Cooperative efforts amongst the country projects participating in the World Bank Sahel and West Africa Program (SAWAP) in support of the Great Green Wall Initiative (GGW) may be affected by the prevailing political environment in the Sahel, and to a lesser extent by the fact that Benin, Togo, and Ghana are not part of the GGW. In addition, not all countries in the SAWAP umbrella are members of CILSS and OSS, which are international organizations within the region.</p> <p>These risks are considered moderate largely due to the current political environment in the Sahel, but there is an overall ameliorating effect on this risk because: (i) the projects in the SAWAP portfolio will benefit pragmatically from the services provided whether countries are member states or not, and (ii) there is strong ownership among the participating countries and regional organizations of the Great Green Wall Initiative, which was</p>	<p>Risk Management:</p> <p>At a political and technical level, countries that founded and joined the GGW are committed to its successful implementation, and the GGW is open to additional countries. GGW was founded by African Heads of State.</p> <p>In addition, at technical level, BRICKS is positioning itself to provide technical operational support from/through CILSS, OSS and IUCN to country projects on a demand-driven basis, which should add readily apparent value for project implementation.</p> <p>The risk associated with the political environment will be mitigated through risk diversification inherent in project design. First, BRICKS relies on three respected regional implementing agencies with footprints in a number of locations. CILSS has offices in Burkina, Mali and Niger. IUCN West and Central Africa Office has offices in Burkina Faso and Nigeria and the IUCN headquarters is located in Switzerland. OSS is located in Tunisia. Second, BRICKS links to 12 different country operations that go beyond the Sahel. Nonetheless, the Bank team will carefully monitor the situation closely with the three regional agencies and country project teams and counterparts.</p>					
	Resp: All	Stage: Both	Recurrent: <input checked="" type="checkbox"/>	Due Date:	Frequency: Quarterly	Status: In Progress

<p>established by Heads of State of participating African countries, and (iii) there is strong international support for the GGW since it is has shifted focus to take a landscape approach across sectors and themes.</p>					
<p>Implementing Agency (IA) Risks (including Fiduciary Risks)</p>					
<p>Capacity</p>	<p>Rating</p>	<p>Moderate</p>			
<p>Description:</p> <p>Recent assessments of financial and procurement management for the three implementing agencies have concluded that procurement and financial management systems in place are generally sound. While OSS and IUCN West and Central Africa Office have experience implementing Bank-financed projects, CILSS does not have recent experience although CILSS is now currently implementing a range of activities financed by other international partners including USAID, the European Union, etc.</p> <p>The three agencies have generally robust capacities in terms of technical expertise, with extensive experience supporting countries on: (i) best land management practices for drought response and land degradation mitigation (CILSS), (ii) GIS and spatial services (OSS), and (iii) biodiversity planning, NRM communication, and pastoralist strategies (IUCN).</p>	<p>Risk Management:</p> <p>The project team will rely upon strong on-going PM and FM assessments coupled with strong accountability measures built in to the project, and complemented by continuous training to CILSS and other agencies on PM and FM issues. Accounting systems will be updated as needed to address some of the system weaknesses anticipated in the assessments. Additional human resources will be brought in under the project financing, in particular an accountant and an internal auditor at IUCN’s West and Central Africa Office.</p>				

<p>FM and PM assessments of all three agencies clarified the level of risk as moderate and identified the mitigation actions. The assessment found that, while the necessary staff and expertise are generally in place, there is a need to strengthen procurement and financial capacity.</p> <p>Safeguards are classified as C and pose no risks.</p>						
	Resp: Client	Stage: Both	Recurrent: <input checked="" type="checkbox"/>	Due Date:	Frequency: Quarterly	Status: Not yet due
Governance	Rating	Low				
<p>Description:</p> <p>National-level Ministry officials and other stakeholders from the SAWAP countries might only have authority to speak on behalf of their own ministries and not the government at large. This risk is very low, as BRICKS is positioned at a technical level only, with broader policy and strategic dialogues being taken care of through the Bank investment and policy dialogues as well as through GGW structures, both of which are outside of the control of BRICKS.</p>	<p>Risk Management:</p> <p>Although this is a low risk, BRICKS seeks to work across sectors, by, for example, convening agriculture, environment, water and disaster risk management agencies and actors around joint learning programs, such as the May 2013 multi-country TerrAfrica learning event in Ouagadougou organized by NPCA and hosted by CILSS and supported by the World Bank Institute for West Africa/SAWAP. This is important for the landscape approach being advocated by BRICKS, SAWAP and the broader GGW. While the GGW governance structure will advocate at political level for landscape approaches and multi-sector policy coordination and development, BRICKS will focus on technical operational support to Bank-financed projects in the SAWAP portfolio, drawing upon lessons learned from outside the SAWAP portfolio as well.</p>					
	Resp: All	Stage: Both	Recurrent: <input checked="" type="checkbox"/>	Due Date:	Frequency: Quarterly	Status: In Progress
Project Risks						
Design	Rating	Low				
<p>Description:</p> <p>The project has a focus on aggregation and diffusion of knowledge and results in the SAWAP portfolio. There is a low risk that</p>	<p>Risk Management:</p> <p>The structure of the project is designed to mitigate this risk. Each activity is discrete and under the lead of one of the three implementing agencies; however, a joint work plan has been developed by the three agencies so that BRICKS can serve as a one-stop shop for the country projects that BRICKS seeks to</p>					

<p>not all implementing agencies will implement their activities at the same speed.</p>	<p>serve, and underpin a strong network of practitioners involved in sustainable landscape management. In addition, BRICKS will have three grant agreements, one for each IA, so that if one agency encounters implementation difficulties, the other two can continue and even fill the gaps if needed. This underpins a flexible yet robust and simple implementation arrangement as described in section B. Further, the project will also support significant capacity building at regional and country levels.</p>					
	Resp: All	Stage: Both	Recurrent: <input checked="" type="checkbox"/>	Due Date:	Frequency: Quarterly	Status: In Progress
Social and Environmental	Rating	Low				
<p>Description:</p> <p>The project is designed to reinforce environmental and social sustainability by promoting tools and knowledge for sustainable landscape management. As such the project is rated category C on safeguards and carries very little risk.</p>	<p>Risk Management:</p> <p>By providing a platform for joint learning and benchmarking across the portfolio, especially on best practice technologies, environmental risks can be reduced among the SAWAP-supported projects. The task team will closely monitor the operational advisory services provided to country projects from CILSS, OSS and IUCN to ensure that advice does not contradict established World Bank safeguards. However, BRICKS and its implementing agencies will not provide support to country project teams in preparation or implementation of safeguard instruments. In addition, each country project task team and client in SAWAP will have full responsibility for their respective country project's safeguards compliance.</p>					
	Resp: All	Stage: Implementation	Recurrent: <input checked="" type="checkbox"/>	Due Date:	Frequency: Yearly	Status: Not yet due
Program and Donor	Rating	Low				
<p>Description:</p> <p>There is a risk, albeit low, presented by the many actors and overlaps at the regional level that are working or wish to work more fully on the GGW.</p>	<p>Risk Management:</p> <p>First, the proposed project would focus primarily on providing technical knowledge and monitoring services to the Bank-financed portfolio of 12 country-led projects under the WB-GEF SAWAP umbrella, rather than diffusing efforts and budget that would ensue from providing services to the much broader GGW effort (other actors will be free to take up). Second, the proposed project would work directly with proven organizations with on-going and well-accepted mandates in key areas of concern of the project and implemented by respected regional centers of excellence (e.g., CILSS for technical best practices on drought and land degradation management, OSS on spatial services and monitoring, and IUCN on biodiversity advisory services and communication). Last but not least, the proposed project builds upon and adds value to the on-going country efforts in which the Bank has been involved for some time (Terrafrica-supported SLM investment frameworks, disaster risk management planning,</p>					

	<p>development of a new generation of new large-scale sustainable landscape operations, etc.), and will rely on the existing TerrAfrica platform for coordination of SLM activities.</p> <p>A close partnership between the World Bank and the development partners has been built over 8 years of collaboration under the TerrAfrica partnership and in the past few years on the GGW. This work will continue through SAWAP and BRICKS as well as on-going implementation of TerrAfrica. The TerrAfrica Secretariat is now managed by the NPCA and the Bank manages a multi-donor trust fund which is financing BRICKS preparation. The project team will maintain and continue to build strong linkages with other development partners, as well as the various country teams within the World Bank.</p>					
	Resp: Both	Stage: Both	Recurrent: <input checked="" type="checkbox"/>	Due Date:	Frequency: Quarterly	Status: In Progress
Delivery Monitoring and Sustainability	Rating	Moderate				
<p>Description:</p> <p>The sustainability of capacity strengthening interventions post-project is a potential issue warranting close attention.</p>	<p>Risk Management:</p> <p>This risk will be managed with a three-pronged approach.</p> <p>First, the team will work closely with partners through the BRICKS Advisory Committee which is intended to be composed of key GGW and TerrAfrica actors such as the relevant bodies of the African Union, which has primary responsibility for overseeing the GGW at regional level. It is intended that the 12 country project coordinators for operations financed in the SAWAP portfolio will be networked together through the BRICKS Advisory Committee, allowing for increased chances for seizing opportunities to cement country-level and regional-level institutional and individual capacities strengthened through BRICKS.</p> <p>Second, the existing technical agencies supported by the proposed project will, by the end of the project, be better equipped and capacitated to continue to provide quality knowledge and monitoring services to institutions and operations supporting the GGW. One strategy for sustaining capacity in the agencies and throughout the portfolio is that, by the end of BRICKS implementation, the three implementing agencies will have demonstrated their added value to project implementation and will be asked to continue to provide operational services without the need for external financing to kick start the network.</p> <p>Third, BRICKS will be implemented over 6 years. The last two years will be focused on portfolio level monitoring and communication of SAWAP results, as well as basic maintenance of communities of</p>					

practice – all of which should become mainstreamed into the broader GGW coordination platform led by the AU and the existing continent-wide TerrAfrica platform led by the NPCA.					
Resp: Both	Stage: Both	Recurrent: <input checked="" type="checkbox"/>	Due Date:	Frequency: Quarterly	Status: In Progress
Overall Risk					
Implementation Risk Rating:			Moderate		
<p>Description:</p> <p>The overall implementation risk rating is moderate primarily due to political risks in the region plus financial and procurement management risks among the implementing agencies despite the fact that all are implementing international donor-financed projects and two agencies (IUCN and OSS) are currently implementing Bank-financed projects. The task team is taking proactive measures to mitigate these risks.</p>					

E. Project Reporting and Implementation Support

1. Project Reports and Other Documentation

Standard formats for all routine reports will be those developed and used by the World Bank.

BRICKS financial reports will be prepared by the project Overall Financial Management Specialist at the PIU in collaboration with each agency's project financial management specialist on a half-yearly basis or on request from the World Bank (For more details, see section B.10 above on Financial Reporting and Monitoring) .

Semi-annual BRICKS progress reports will provide updates on activities and outputs against the work plan. They will provide a brief explanation of variances between the actual and previously forecast implementation targets, including an updated BRICKS Results Framework (see Annex 9), and summarize key issues and events that have influenced implementation. Significant document outputs should be appended. Each Project Report shall cover the period of one calendar semester, and shall be furnished to the World Bank not later than forty five (45) days after the end of the period covered by such report.

Joint annual reports for BRICKS implementation will provide a comprehensive review of physical progress of project implementation, both cumulatively and for the year in question, and account for activities, outputs, procurement and expenditure against the plans for that year. They will also contain a full annual M&E report against the overall BRICKS project Results Framework (see Annex 9), and a consolidated financial summary for the year. Significant document outputs should be appended.

Joint Work Plans and Budget for BRICKS (the first of which is 16 months) will describe the activities, the outputs to be achieved, and costs under the BRICKS project for the following 12- to 18-month period. The JWP can be updated upon agreement by the three IAs and the World Bank as needed, who must issue a No Objection for any JWP before that JWP comes into effect. The JWP will be accompanied by a revised Joint Procurement Plan (JPP) if necessary.

Joint Procurement Plan for BRICKS will detail the various contracts of Goods, Non-consulting Services and Consultant Services required to implement the project. The JPP will include: a reference number, a brief description of the activity, estimated cost of the activity, procurement method to be used, an indication of review requirements, proposed timeline, and any specific comments that helps in the review of the activity. The JPP can be updated upon agreement by the three IAs and the World Bank as needed, who must issue a No Objection for any JPP before that JPP comes into effect.

Mid-term review of BRICKS. A Mid-term Review will be carried out after two years of BRICKS implementation. To prepare for the Mid-term Review, an independent third-party review of implementation progress will be carried out and presented as a report to the three IAs and the World Bank

in advance of the Mid-term Review implementation support mission. This mission will determine any potentially necessary project revisions or restructuring at the time. The Mid-term Review will cover, inter alia, review of the Results Framework, review of the ORAF, review of BRICKS ownership by IAs and SAWAP country programs, review of stakeholder participation, financial management and disbursement, procurement processing, and sustainability aspects.

Completion report for BRICKS. CILSS will prepare the Project Completion Report, with detailed inputs from both OSS and IUCN, in accordance with the Grant Agreement. This Project Completion Report, which covers the perspectives of the three IAs, shall be furnished to the World Bank by the closing date of the project. The World Bank shall prepare its own Implementation Completion Report within six months of the close of the project, in consultation with the three IAs.

Aide memoires for BRICKS implementation support missions. Aide memoires will be produced at the close of each implementation support mission by the Bank with inputs and reviews from the three IAs. If the three IAs and the Bank so wish, the aide memoires can be jointly issued. In general, aide memoires should be issued within five days of a mission close. Aide memoires are generally publically disclosed with the agreement of the counterpart entities (i.e., the three IAs in the case of BRICKS). The aide memoires will be an input into the Bank's Implementation Status and Results reports (ISRs) which are also publically disclosed as part of regular Bank operations.

2. Project Implementation Support

Strategy and approach for implementation support

The approach for implementation support is based on full partnership among the IAs and the Bank, as well as the regional scope of BRICKS and the fact that all activities are technical assistance, with no civil works supported under the Project. The goal of this support plan is to ensure that the implementation support to the Implementing Agencies (IAs) is done in an adaptable, cost-effective and efficient manner.

Through the Implementation Support Plan (ISP), the Bank will complement the Project's M&E system by conducting bi-annual implementation support missions with a team comprised of relevant expertise as needed and available (NRM, FM and procurement, communication, geospatial information, etc.). The in-country FM and procurement specialists will also work closely with the PIU that resides at CILSS (in Ouagadougou) and the other two IAs (IUCN in Ouagadougou and OSS in Tunis).

Procurement management: Implementation support will include: (i) provision of training to PIU staff as needed on the Bank's procurement requirements and PROCYS website; (ii) reviewing procurement documents and offering timely feedback to the task team and IAs; (iii) providing guidance on the Bank's Procurement Guidelines to the IAs; (iv) monitoring procurement progress against the Project's detailed joint procurement plan and broader joint work plans; (v) monitoring implementation of contracts conforming with the World Bank's fiduciary guidelines as well as contract obligations.

Financial management: Implementation support will include: (i) provision of training to PIU staff as needed, with an emphasis on the Financial Management System in use at CILSS and how it can be used to meet the Bank's FM requirements; (ii) reviewing financial management documents and providing timely feedback to the IAs on accounting, reporting and internal controls; (iii) providing guidance on the Bank's fiduciary guidelines as well as procedures spelled out in the Project Implementation Manual (PIM).

Communication support: Communication support will include: (i) support on old and new media approaches as well as the technical issues involved in the Green Wall; (ii) extending and linking with on-going outreach efforts, such as the global Connect4Climate communication campaign and TerrAfrica/NEPAD communication as well as on-going communication activities carried out by the three IAs and GGW partners (e.g., AU, FAO, UNCCD bodies, etc.).

Legal: Implementation support will include: (i) verification that legal conditions have been met, (ii) verification of the Agreements to be entered into between the World Bank and the IAs as part of the overall legal package. The Agreements will regulate implementation support and collaboration of the IAs to achieve the objectives of the Project and to ensure a timely implementation of the Project activities.

Coordination with other Partners: Implementation support will include, where necessary: (i) Planning for joint regional meetings or missions, and, (ii) coordination with multilateral and bilateral development partners, research institutions, and NGOs working together in the context of TerrAfrica, the Great Green Wall Initiative, and other related partnerships in which the Bank and the IAs are active participants (See Annex 3).

Mid-Term Review: A Mid-Term Review will be carried out approximately **two years** after project disbursement begins, and will allow for early adaptations in project management and strategy if needed. To prepare for the Mid-Term Review, an independent third-party review of implementation progress will be carried out by the PIU. Results will provide input to World Bank and IA assessments of performance, and will inform potentially necessary project revisions or restructuring

at the time. The Mid-Term Review will cover, *inter alia*, review of results achieved and likelihood of achieving targets, review of the ORAF (See section C1), review of stakeholder participation, financial management, disbursement, procurement management, work plan execution, communication opportunities, and sustainability aspects.

Implementation Support Plan

BRICKS will require technical support due the nature of the activities to be financed. Active fiduciary implementation support will also be required for the BRICKS project from staff based in both Burkina Faso and Tunisia. Implementation of activities, at the regional level, will require supervision across the three IAs. With procurement and financial management staff based in the country offices, implementation supervision will be effective and efficient, and relatively low-cost, taking into account travel requirements.

- **Technical inputs needed:** Technical inputs will be provided by the TTL, the NRM specialist and other technical project team members, including staff from the Spatial Services Team of the AFR SD Network and the Bank’s Connect4Climate communication team, as well as WBI’s climate practice. As needed, the task team will seek additional highly specialized technical inputs from international partners (AU, FAO, UNCCD bodies) and consultants with whom close coordination and collaboration has been established during project preparation in the context of TerrAfrica and the Great Green Wall Initiative.
- **Fiduciary requirements and inputs:** Training will be provided by the Bank’s financial management specialists and procurement specialists upon commencement of Project implementation. The Bank’s Financial Management Specialists and Procurement Specialists are based in the Burkina Faso and Tunisia Country Offices and have already supported CILSS, OSS and IUCN during Project preparation. While formal supervision will be carried out semi-annually, fiduciary support will be provided on an “as needed” basis to support the IAs in a timely and efficient manner.

Table 14: Implementation support during first two years

Time	Focus	Skills Needed	Partner Role	Resource Estimate
First twelve months	Guidance on institutional arrangements and project supervision	Task Team Leader/Co-TTL/NRM Specialist	n/a	6 SWs
	Verify that legal conditions have been met.	Legal counsel	n/a	0.5 SW
	FM Training and Supervision Ensure risk mitigating measures are functioning as proposed. Identification of implementation issues early in the life of the project.	FM Specialist with experience in Burkina Faso and Tunis	n/a	2 SWs
	Procurement Training and Supervision Identification of implementation issues early in the life of the project	Procurement Specialist with experience in Burkina Faso and Tunis	n/a	2 SWs
	Training and Support on Disbursement issues	Disbursement Officer	n/a	1 SWs
	Guidance on GIS services	GIS Specialist	Technical input	1 SWs
	Guidance on implementation of communication strategy and coordination with broader GGW communication work	Communication Specialist	Technical input	2 SWs
	Guidance on knowledge exchanges and best practices, and M&E tools	Specialists on NRM, agriculture, biodiversity, forest, watershed management, terrestrial carbon, M&E, and south-south learning	Technical input	4 SWs
12-24 months	Financial Management supervision: Review financial management arrangements.	FM Specialists	n/a	1 SWs
	Disbursement monitoring	Disbursement Officer	n/a	0.5 SWs
	Procurement supervision	Procurement Specialists	n/a	2 SWs

Table 15: Skills Mix Required

Skills Needed	Staff Weeks	Number of Trips	Comments
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TTL and co-TTL	6 SWs annually each	Two missions per year and remote support on rolling basis	Burkina Faso and Washington based
NRM and/or additional technical specialist(s)	8 SWs annually	Two missions per year, and remote support on rolling basis	Washington based
Senior Communication Specialist	4-6 SWs annually	Two missions per year and remote support on rolling basis	Washington based
FM Specialist	2-4 SWs annually each	Two missions per year and rolling local visits to IAs (two in Ouagadougou, one in Tunis)	Based in the region
Disbursement Officer	2-4 SWs annually	n/a	Based in the region
Procurement Specialist	2-4 SWs annually each	Two missions per year and rolling local visits to IAs (two in Ouagadougou, one in Tunis)	Based in the region

Annex 1: WB-GEF SAWAP operations and their status

As of 13 November 2013

Country	Project title	Status	Total \$M	IDA US\$M	GEF, LDCF or SCCF US\$M	Other US\$M (sources)
Benin	Forests and Adjacent Lands Management Project	Board approved	7.56	2.00	5.56	TBD (Govt.)
Burkina Faso	Third Community-Based Rural Development Project	Effective	93.39	70.00	7.41	15.98 (Govt./Communities) + additional in-kind
Chad	Emergency Agriculture Production Support Project	Effective	34.26	25.00	9.26	
Ethiopia	Sustainable Land & Climate Change Project	Appraised	107.61	50.00	12.96	42.65 (Norway) 2.00 (Govt.) + additional in-kind
Ghana	Sustainable Land and Water Management project	Under preparation	13.75	0	8.75	5 (GEF-4) TBD (Govt.)
Mali	Adaptation Project	Under preparation	20.42	12.00	8.42	TBD (Govt.)
Mauritania	Agriculture Sector Support Project	Under preparation	15.20	10	5.20	TBD (Govt.)
Niger	Community Action Program III	Effective	48.17	40	4.52	3.65 (Local beneficiaries)
Nigeria	Erosion and Watershed Management Project	Effective	658.59	500	8.59	150 (Govt.)
Senegal	Sustainable and Inclusive	Under	86.02	80.00	6.02	TBD

	Agribusiness Project	preparation				(Govt.)
Sudan	Sustainable Land and Water Management project	Appraised	7.73	0	7.73	TBD (Govt.)
Togo	Integrated Disaster and Land Management	Effective	16.96	0	9.16	7.80 (TerrAfrica and GFDRR Trust Funds)
Regional	BRICKS: Building Resilience through Innovation, Communication and Knowledge Services	Effective	14.60	0	4.60	10.00 (Parallel in-kind from TerrAfrica and BRICKS IAs)
TOTAL	Sahel and West Africa Program umbrella framework	Umbrella approved by GEF Council May 2011	1124.26	789.00	98.18	237.08

Annex 2: Summary of Successful Practices and Scaling Strategies

Many lessons have been drawn from failures, but by the end of the 1980s, increasing attention was paid to learning from successes in natural resource management across the continent. The number of success stories in land management, particularly drylands, has further increased in the 1990s and 2010s due to (i) increased involvement of land users in all stages of the project cycle; (ii) the development of new or “re-discovered” soil and water conservation and water harvesting techniques; (iii) new more participatory approaches in research and extension; and (iv) innovations in community-based natural resource management.

Successful land-use practices ready for scaling up in the region. There is no one miracle solution to solve the problems which land users in SSA face. But there is a movement afoot to promote new techniques for managing land and water under the banner of sustainable land and water management. This is a suite of practices that integrate land, water, biodiversity, and environmental management (including input and output externalities) to meet rising food and fiber demands while sustaining ecosystem services and livelihoods. Application of such practices protects and enhances the productive capabilities of land in cropped and grazed areas— as well as in upland areas, downslope areas, and flat and bottom lands; forest areas (commercial and noncommercial) all while maintaining the integrity of watersheds for water supply. The choice of the most appropriate SLWM practice in a particular situation will be determined by local stakeholders, based on the local topographic soil and vegetation conditions and the socio-economic context. Below is a small sample of successful practices that have a track record of success, wide-spread adoption, and potential for up-scaling.

Farmer-managed natural regeneration: Successes in Mali, Burkina Faso, Niger and Ethiopia, among others

Two of the most well-known experiences include Ethiopia’s Humbo carbon finance project which rehabilitated a drylands landscape in 5 years, generating multiple local and livelihoods and environmental benefits. In Maradi, Niger, 5 million hectares have been rehabilitated by farmers themselves, typically in a spontaneous manner with limited outside inputs, and brought back into production for multiple benefits including crop and livestock yields, medicine, and fire wood.

Zai or tassa pits

One of the most appreciated techniques by farmers in northern Burkina Faso was the plant-pit system (demi-lunes) or “Zai” in the local language. The technique originated in Mali in the Dogon area and was adopted in Niger and Mali. In Illela District in Niger a project sought to promote contour bunds and the zai technique to rehabilitate barren, crusted land. Zai is a planting pit with a diameter of 20-40 cm and a

depth of 10-20 cm - the dimensions vary according to the type of soil. Pits are dug during the dry season and the number of Zaï pits per hectare varies from 12,000 to 25,000. After digging the pits, organic matter is added at an average, recommended rate of 0.6 kg/pit and, after the first rainfall, the matter is covered with a thin layer of soil and the seeds placed in the middle of the pit. The excavated earth is ridged around the demi-circle to improve the water retention capacity of the pit. Zaï fulfills three functions: soil and water conservation and erosion control for encrusted soils. The application of the Zaï technique can reportedly increase production by about 500% if properly executed. In one project in Niger, the economic rate of return was 20% which does not factor in off-site benefits.

Erosion management through the construction of stone ridges

The construction of stone ridges consists in digging a furrow of 10cm deep by about 30cm wide according to the topography lines of the area to be rehabilitated. Blocks of stones of 15-20cm edge are fixed together into low walls that will rise about 20cm above the land surface once the structure is completed. Soil removed from the preparatory trenches will be used to reinforce further the load of supporting stones in the trench.

Lines of stones ridges are drawn every 20m to 50m according to slope and rainfall. The more the land is sloppy and the climate dry, the closer the stone ridges. Stones ridges are not suitable beyond 10% of slope. The rehabilitation of 1ha requires about 40m³ of stones in Sahelian areas (about 8 trips of a tipping – lorry of 6m³ at the rate of 0.8 m³ of maximum stone per metre of row).

Ridges can measure about 15 metres long or even tens of metres based on the size of the farms and topography. The construction process is completed by slanting shields that are built at the extreme ends of ridges in order to reduce gully erosion at those ends. For longer ridges, it is advised to provide for some lightly lower levels (10cm) in order to prevent these big ridges from being swept away by the pressure of running water. Bigger ridges should not be constructed (above 100m) because it may likely be swept away by water: several average overlapped ridges will be preferred.

Once ridges are constructed, they can be strengthened by growing herbaceous plants on them (for example *Andropogon gayanus*) or by planting some trees upstream of ridges or with grains placed in the supporting furrow. These plants and grains will use the humidity conserved by ridges to ensure their rapid growth.

The rehabilitation of pastoral lands with stone ridges allows for the generation of an abundant herbaceous layer ahead of the ridges (at least 20% gain in dried matters), even if lands were previously bare. This contributes to providing food for livestock and even human beings (the growth of acha is noticeable - a much appreciated cereal in the Sahel).

The statistical analysis of gains derived from yields also shows a significant increase in production resulting from the construction of stone ridges. These gains in yields vary from 33% to 55% according to the nature of lands and recorded rainfall. The combination of stone ridges with zaï is more effective for it ensures high yields. In fact, the gains in cereal yields by 114%, 116%, and 124% have been observed in the Bam province, Burkina Faso. An increase in peanut yields by 27.4% and millet by 14.1% has also been observed in 2008 in the Thiès region (Samel and Ndjack), Senegal.

Besides, the rehabilitation of agricultural lands with stone ridges allows for the salvage of cereal harvests in case of irregular rain. Coupled with the use of organic manure in large quantity, rehabilitated lands can double cereal yields (especially sorghum, which adapts well to these rehabilitations). Stone ridges can therefore be profitable within 4 years with cereals gains of 400kg/ha every year.

Rehabilitation of rugged lands through the crescent-shaped holes techniques

The crescent-shaped hole is a basin in form of a semi-circle, which collects rain water and focuses it in a place earmarked for crops cultivation. The crescent-shaped holes are alternately arranged at equal distance according to topographic lines to collect a maximum of water and reduce erosion effects. Organic manure is put in the basin in order to ensure an optimum growth of plants.

Crescent-shaped holes are realised on rugged lands or in farms in arid areas. They are generally constructed on less slopy lands (less than 3%). The topographic lines of areas to be rehabilitated are determined by spacing them out by 4m (or 6m in arid areas) with pitot tubes and pitch triangles.

With a compass, semi-circles of 4m diameter, perpendicular to the slope, are drawn on the lines, with the opening of the "crescent" pointing to the top of the slope. Each semi-circle is spaced out by 4m on the same line. The crescent-shaped holes are spaced out in such a way that they are arranged alternately at equal distance from one line to another. Thereafter, a hole of 15cm to 25cm deep is dug inside the semi-circles. The surface arable soil is put aside and the soil removed from the hole is put on the edge by the lower side of the semi-circle (outside the dug area) and compacted into an earthen collar.

The floor of the hole is loosened a bit and the arable soil mixed with the organic manure (about one wheel barrow of manure per crescent-shaped hole). The hole is ready for cropping; about 300 crescent-shaped holes are required per hectare.

The improvement of soil fertility through the application of the crescent-shaped holes method enables to obtain high yields (often above 800kg/ha) right from the first year on lands, which were faced with water deficit. In effect, it generates some surpluses, which strengthens food-self sufficiency of households and even provide them with substantial income.

The rehabilitation of forest lands or restoration of pastures through the use of crescent-shaped holes can allow for the regeneration of pastures (rapidly) or groves (at least after 4 years) that will be very useful in terms of food, medicinal plants or commercialisation of forest products (woods, fruits, leaves, roots, etc.).

Silt control (sand dunes fixation)

The principle consists in stabilising moving sand. The objective is, on the one hand, to put off the source of moving sand and on the other hand, prevent sand from moving thereby protecting lands and infrastructures from sand silting.

Several techniques can be adopted for the control of silting. These techniques involved two important procedures: the mechanical and biological control of silting. The most adopted methods in the Sahel are described as follows:

- i. *Mechanical methods (mechanical fixation)*: The mechanical method consists in stabilising the movement of dunes by establishing a protection network against the wind transportation of sand by putting in place a sand fixation mechanism. The sand fixation mechanism can be linear or partitioned. The linear sand fixation or non-partitioned palisade is generally used in the protection of infrastructures threatened by silting. This method enables to stop and prevent the movement of sand. The partitioned sand fixation mechanism is used to stabilise live dunes. It is a network of palisades called screens. These screens are square, rectangular or lozenge-shaped in form and their sizes vary according to the movement of mobile dunes (20m x 20m, 30m x 30m, 40m x 40m). Their length vary between 900 ml/ha and 2000 ml/ha, and their apparent height from 1 to 1.20m. Sand fixation is constructed with unmovable plant materials (*Leptadenia pyrotechnica*, *calotropis procera*, *Euphorbia balsamifera*, *Guiera senegalensis*, palm trees' leaves, branches of thorny shrubs, etc.). The choice of materials depends on the cost, characteristics of the area and supply facilities. Sand fixation can also be realised with synthetic grille (plastic film, polyethylene, etc.). Sand fixation mechanism reduces sand movement within the partitioned area and by so doing, allows the regeneration of the vegetation cover. It also plays the role of wind-break until the planted trees are able to perform this function.
- ii. *Biological methods (biological fixation)*: The biological method comes after the mechanical method. It involves the planting of trees among screens. The unmovable materials used for the fixation of sand dunes cannot provide a permanent protection due to their limited life span. Therefore, the biological intervention ensures the continuity of the sand fixation after the wear out of the unmovable materials. The establishment of a vegetation cover through the plantation of trees or restriction of an area also require the best plant species suitable for

the ecological conditions of the zone meant for rehabilitation at relatively low cost (of the nursery, plantation and maintenance). For example, the widely used species in the Sahel for sand dunes stabilisation are the following: *Panicum turgidum*, *Prosopis juliflora*, *Zizyphus mauritiana*, *Balanites aegyptiaca*, *Leptadenia pyrotechnica*, *Acacia senegal*, *Acacia radiana*, *Parkinsonia aculeata*, Australian pine (*Casuarina equisetifolia*), *Eucalyptus camaldulensis*.

iii. *Economic effects*

- Improvement of soil fertility and protection of production sites (market garden basins, oasis, ephemeral stream, etc.) and protection of basic socio-economic infrastructures (boreholes, wells, schools, earth roads/highways,);
- Improvement of dunal pasture;
- Production of firewood and timber.

Conservation agriculture

Conservation agriculture (CA) is a sustainable cropland management system that conserves, improves, and makes more efficient use of natural resources through integrated management of soil, water and biological resources. The principles behind CA are: minimum soil disturbance, permanent soil cover, and crop rotation. In Ghana a study on the impact of no-till showed a significant reduction of labor. No-till reduced labor requirements for land preparation and planting by 22%. Labor for weed control fell by 55%. However there was a slight increase in labor from an uptick in harvest activities. This was largely a consequence of higher yields obtained. The vast majority of no-till users (99%) reported that it was less physically demanding than traditional technology and that labor requirements at critical moments were reduced. However, inputs to help control weeds are often necessary. Nevertheless, reduced tillage strategies are being scaled up in various settings including Zambia, Brazil, and the eastern US -- each places where the technology has been shown to be profitable.

Integrated crop-livestock management

In Senegal the Rodale Institute Regenerative Agriculture Research Centre has worked closely with 2,000 farmers in 59 groups to improve soil quality, integrate stall-fed livestock into crop systems, add legumes and green manures, improve the use of manures and rock phosphate, incorporate water harvesting systems and develop effective composting systems. The result has been 75-195 % improvement in millet yields from 330 to 600-1,000 kg/ha, and in groundnut yields from 340 to 600-900 kg/ha. Yields are also less variable year to year, with consequential improvements in household food security.

Improved well distribution for sustainable pastoralism

In Niger pastoralists move their herds between rich pastures in the northern pastoral zones (rainy season) and the southern areas (dry season) according to seasonal availability of water, grazing land, and fodder (including residual cropland vegetation). Because of climate change, expansion of cropland, overstocking and overgrazing pastoralists are facing increasing water and fodder availability problems. In response the government developed Pastoral Modernization Zones based on the concept of ‘semi-pastoralism and centered around a distributed network of water points to improve passageways for herds, and improve fodder production. As a result pastoral areas have been utilized in a more balanced manner and overgrazing problems have been reduced by 30-45% since 1990.

Sustainable forest management

In the Kaboure Tambi National Park in Burkina Faso, villages around the park were surveyed and the contribution of non-timber forest products (NTFPs) to rural household incomes was analyzed. NTFPs are an important additional source of income that supplements annual sedentary crop production. The most important product collected within the park was firewood which accounts for 28% of the household environmental and forest income. Fruits and shea nuts were the second most important wild forest product at 22% and grass for roof thatching contributed 14% of the environmental and forest income.

Integrated rangeland and water development (based on ecosystem assessment and CEMP (PRA) approach at landscape scale

The pastoralist systems of many pastoralist systems are largely regulated by water use and wrong water point placement and governance can destroy large areas of pasture and encourage land degradation. Investments in Chad by the PROHYPA project have taken into account the times of the year when that water must be available in order to provide a sustainable pasture use, and governance systems of the water points coupled with education initiatives to empower local users have been developed so to guarantee future sustainability.¹¹

Herder managed pasture regeneration

Pastoralists have indigenous monitoring systems that are able to monitor the state of pastures, as it happens in Northern Kenya and Uganda and Southern Ethiopia. When their rights on land are guaranteed in the long term, they actively care for pasture and land health by using the indigenous indicators and applying management measures.¹²

Sustainable management of migratory or biological corridors

¹¹ <http://www.fidafrique.net/rubrique1147.html>

¹² http://www.iucn.org/wisp/resources/publications/regional_studies/eastern_africa/indigenous_knowledge_for_drought_resilient_livelihoods

Pastoralists need corridors for maintaining mobility, a fundamental part of their sustainable use of natural resources. These migratory corridors are used also by wild animals, and livestock can also serve as vector for different dispersal events; these corridors therefore function as powerful biological corridors. Pastoralists have the capacity to denounce any occupation or disruption of these corridors to the authorities and can keep them open to other biological processes, as has been proven in developed countries such as Spain.¹³

Integrated sustainable land management and rangeland biodiversity conservation

Conservancies in Laikipia have witnessed the shared use of wildlife tourism and livestock for the last 20 years. Not only has this served for benefit sharing and for reducing the conflict of conservation ventures with local population, but there are also examples where livestock is used as an environmental management tool that enhances wildlife numbers. Not surprisingly, Laikipia is maybe the only East African area where wildlife numbers have increased in the last years, and the model is being copied in other zones such as the surroundings of Masai Mara or Northern Kenya.¹⁴

Complementary biodiversity-based livelihood development

A major challenge of land-use change in favor of more profitable activities is the loss of complementary activities that may be contributing decisively to additional incomes to the communities. Wild products and incomes derived from biodiversity (such as forest products, honey or ecotourism) have been shown to provide decisive complementary income for pastoralists in Kenya, Tanzania and Ethiopia to prevent land use change into uses that conserve less biodiversity.¹⁵

Commercialization of pastoral goods and services

Increased prices in livestock commodities have facilitated cultural changes in the commercialization of some products such as milk. In Mauritania and in Puntland (Somalia) diverse examples show how former taboos related to milk commercialization have been discarded in favor of lucrative milk businesses when a minimal infrastructure is provided.¹⁶

Communal rangeland management agreements

Communal rangelands are advantageous compared with subdivided ranches because they spread the risk of local climate fluctuations in highly variable zones such as arid lands. Indigenous management

¹³ <https://sites.google.com/site/pablomanzanobaena/Home/bienvenida/Manzanoetal2005.pdf>
http://www.iucn.org/wisp/resources/publications/regional_studies/med_basin/white_book_spain/?10405

¹⁴ <http://www.wcs-ahead.org/book/AHEADbook27MB.pdf>

¹⁵ www.iucn.org/wisp/resources/publications/regional_studies/eastern_africa/nrm_biodiversity_conservation_in_eastern_africa/?9492

¹⁶ http://www.iucn.org/wisp/resources/publications/economics_of_pastoralism/niche_marketing/?4712

agreements such as the Agdal in the Maghreb or the Hima in Middle East have guaranteed sustainable agreements through traditional knowledge and mysticism.¹⁷

Rangeland/pastoral adaptation learning groups

Mobility in pastoralist systems is the major factor facilitating adaptation to climate variations.

Understanding the value of this mobility has shown to facilitate agreements between different pastoralist groups when the legal frameworks have discouraged former mobile systems, as e.g. in Tanzania.¹⁸

¹⁷ Dominguez P., Bourbouze A., Demay S., Genin D. & Kosoy N. (in press), « Culturally mediated provision of ecosystem services: The agdal of Yagour », *Environmental values Journal*, 28 p.

Dominguez P., Zorondo F. & Reyes-Garcia V. (2010), « Relationships between saints' beliefs and mountain pasture uses », *Human Ecology Journal*, n° 38 : 351-362

<http://www.iucn.org/about/union/secretariat/offices/rowa/?5853/>

¹⁸ http://www.iucn.org/wisp/resources/publications/good_practice_studies_/appropriate_policies/
Annex 3. Regional Stakeholder Analysis and Dialogues

Annex 3: Regional Stakeholder Analysis and Dialogues

Capacity of regional institutions

Both OSS and CILSS face capacity challenges, partly due to the fact that natural resource based development in the region has historically been paid insufficient attention. This is now starting to change, requiring a special effort to ensure that the region's existing institutions can carry out their mandates in service to country programs that are increasingly prioritizing the role that environmental public goods play in creating economic growth and job opportunities for the poor. The active involvement of CILSS and OSS in the GGW and particularly in BRICKS and the WB-GEF SAWAP reinforces the regional ownership of the agenda, south-south cooperation, and underpins the ability to act technically at a regional level to better integrate country actions around the GGW.

Summary of implementing agencies and partner organizations

CILSS. CILSS, which is an international organization including thirteen member countries in the Sahel (Burkina Faso, Benin, Côte d'Ivoire, The Gambia, Guinea Bissau, Cape Verde, Mali, Mauritania, Niger, Senegal, Togo, and Chad), has its headquarters in Ouagadougou, Burkina Faso, and has two specialized institutions based in Niger (CRA for information and training) and Mali (INSAH for research and capitalization). It will be responsible for the regional knowledge management and dissemination component, in close collaboration with CGIAR centers such as the World Agroforestry Center, as well as WOCAT and regional institutions. CILSS's position as the lead agency in this project underscores its historic, and well respected voice on land, water and climate issues to inform investment and policy dialogues through the SAWAP portfolio and beyond. CILSS serves as a coordinating fulcrum for partnering with regional and international organizations such as OSS and IUCN West and Central Africa office. All of the partner agencies have standing operational relationships with CILSS.

CILSS's Agrhyment Regional Centre was established in 1974 as an institute of the CILSS specialized in agro-hydro-meteorology. It is based in Niamey, Niger. Its main objectives are achieving food security and increased agricultural production in the CILSS member states and improving natural resources management in the Sahelian region. It will be responsible for providing accurate forecasts to the program countries. This center could work in collaboration with IGAD Climate Prediction and Application Center (ICPAC), based in Nairobi.

OSS. The OSS is an international organization based in Tunis. It was founded in 1992 to improve early warning and monitoring systems for agriculture, food security, and drought in Africa. The OSS community includes 22 member countries including four sub-regional organizations--representing West Africa (CILSS and Côte d'Ivoire), East Africa (IGAD) and North Africa (AMU and Egypt), a sub-

regional organization covering the whole circum-Sahara (CEN-SAD), regional organizations, as well as UN organizations and civil society. Working with key partners, the OSS would be responsible for aggregating country M&E project data into regional M&E framework and to monitor the indicators of the program presented in the results framework of the SAWAP Program Framework Document.

IUCN. The IUCN (International Union for Conservation of Nature) has regional offices that cover Central and West Africa with its headquarters in Burkina Faso and a regional office covering Eastern and Southern Africa with its headquarters in Kenya. IUCN is a knowledge-based organization with core business in managing knowledge for biodiversity conservation and the sustainable use of natural resources. It also develops cutting-edge scientific tools and processes in natural resource management and is a prolific publisher of information grounded in local applications. IUCN's knowledge generation structure made of (a) country and project offices such as in Senegal, Mali, Mauritania, Niger, Nigeria, Ghana, etc.; (b) its members, made of governments and civil society organizations, located in all African countries; as well as (c) its expert commissions mostly located in centers of excellence, specialized in the development of cutting-edge scientific tools and processes in natural resource management. IUCN operates a Global Program on Drylands headquartered in Nairobi. In West, Central and East Africa, IUCN has been leading work on dry forest landscapes and Sahelian wetlands restoration in all Sahelian countries and areas, and on conservation of biodiversity including protected areas and trans-boundary efforts in the regional and biological/wildlife corridors. The Regional IUCN office for West and Central Africa would be responsible for supporting countries and their project teams to prepare biodiversity management plans, networking strategies, and M&E-guided landscape investment methodologies in their discrete operations as needed.

These organizations will collaborate as needed with such organizations as the African Union Commission (AUC), NEPAD Planning and Coordinating Agency (NPCA) of the African Union (AU), the Pan-African Agency for the Great Green Wall Initiative, ECOWAS, IGAD, CEN-SAD, CGIAR centers, and the African Center for Climate Applied to Development (ACMAD), the West African Science Service Center on Climate Change and Adapted Land Use (WASCAL), Rural Hub, credible NGOs and faith organizations, and Senegal's Centre de Suivi Ecologique, among others.

The African Union Commission (AUC) plays a coordination role for the Great Green Wall Initiative, which has evolved into a sustainable landscapes program. The main actors are: the African Union Commission / Pan-African Agency for the Great Green Wall; Regional Economic Communities, particularly the Economic Commission of West African States (ECOWAS) for West Africa, the Arab Maghreb Union (AMU) for North Africa, the Economic Commission of Central African States (ECCAS) for Central Africa, the Inter-Governmental Authority on Development (IGAD) for East Africa, and the Community of Sahel-Saharan States CEN-SAD. To date, the role and responsibilities of these actors

remains to be specified, particularly as current imprecisions are a handicap to the harmonized implementation of the initiative and effective coordination of partners and actions. Because the political leadership of the AUC is recognised by all, this institution is responsible for clarifying terms of reference and establishing a coherent continental institutional system to implement the GGW. One of the possible options in this regard would be to make the Pan-African Agency for the Great Green Wall a specialised AUC agency attached to the Rural Economy and Agriculture Department, like other specialized pan-African institutions. The Pan-African Agency for the GGW was created in June 2010 to coordinate activities relating to the GGW and to mobilize resources. This agency, located in Ndjamena, Chad, is embryonic and lacks staff and experience at the moment.

NPCA is a technical body of the African Union. It plays an important role in policy dialogue and advocacy and support for leveraging co-financing as well as in learning exchange, peer review, and mentoring. It manages the TerraAfrica Secretariat and the Comprehensive Africa Agriculture Development Program. The Bank has played a founding and implementation role in both of these programs, working closely with NPCA.

Summary of partner support to the GGW

The GGW is increasingly rallying partners for coordinated action in the region. Under the coordination of the African Union Commission, a number of partners are supporting, through different projects, GGW countries to implement long-term, integrated interventions to tackle the cross-cutting nature of land degradation and desertification by promoting good local practices in environmental management and sustainable development. See Table 3.1 below for a selected list of projects contributing to this effort in support of the GGW. Partners include the Pan-African Agency of the Great Green Wall, the European Commission, the Food and Agricultural Organisation, the Global Mechanism of the United Nations Convention to Combat Desertification, the West African Monetary and Economic Union, the African Forest Forum (AFF), the *Association pour la promotion de l'Education et la Formation à l'Etranger* (APEFE), CILSS, OSS, the NGO network Drynet, the *Réseau Sahel Désertification* (RéSaD), ECOWAS, the International Union for Conservation of Nature, the MDG Center West and Central Africa, the Millennium Seed Bank (MSB) Partnership, Wallonie Bruxelles International, WOCAT / Centre for Development and Environment (CDE), the World Bank and many others.

Summary of regional dialogues on Bank support to the Great Green Wall Initiative

The Bank has engaged in numerous regional consultations and investment dialogues over the past two years that are directly related to informing the modality of Bank support to the GGW. Table 3.1 below lists these consultations.

Table 3.1: Selected projects supporting regional GGW objectives as of July 24, 2013

Project Name	International partners	Financing (US\$ million)	Time-frame	Project description and key implementation agencies
Support to the implementation of the Great Green Wall for the Sahara and the Sahel Initiative	FAO AUC EU GM-UNCCD	2.35	On-going until Sept 2013	<p>Geographic coverage: circum-Sahara</p> <p>Main focus:</p> <ul style="list-style-type: none"> • Supporting development of GGW action plans in 13 North and sub-Saharan countries • Development of a harmonized strategy of the Great Green Wall • Development of a capacity development strategy and action plan • Development of a web-based GGW umbrella platform for knowledge management, good practices, and partnership platform (US\$161,000 for 2013) • Development of a communication strategy and action plan <p>Implementation: FAO, GM-UNCCD, AUC and other partners</p> <p>CILSS implements (US\$42,500):</p> <ul style="list-style-type: none"> • Baseline survey on regional programs, data collection, best practices relevant to the GGW • Reporting on GGW implementation progress in CILSS and ECOWAS regions <p>OSS implements (US\$62,000):</p> <ul style="list-style-type: none"> • Baseline survey on regional programs, data collection, best practices relevant to the GGW and reporting on GGW implementation progress made in North Africa, including Egypt; • Preparation of a concept note/ validation workshop for the development of web platform.
Action against desertification for sustainable livelihoods and productive landscapes in ACP countries	FAO AUC EU GM-UNCCD	26.6	March 2014 to Oct 2018	<p>Geographic coverage: Includes GGW Sahelian region:</p> <p>Main focus:</p> <ul style="list-style-type: none"> • Capacity Development (US\$2M) • Knowledge management and sharing platform (US\$532,000) • Partnership and resource mobilization (country level, south – south and triangular cooperation) (US\$532,000) • Communication (US\$266,000) • Field action (Burkina Faso, Ethiopia, Niger, Nigeria, Senegal and The Gambia) (US\$16M) <p>Implementation: Governments (national and local levels),</p>

				NGOs, grassroots organizations.
South-South Cooperation on Land and Environment in African, Caribbean and Pacific (ACP) countries	GM-UNCCD	4.9	Ongoing until Dec 2013	<p>Geographic coverage: Sub-Saharan GGW countries (Burkina Faso, Chad, Djibouti, Ethiopia, Eritrea, Mali, Mauritania, Niger, Nigeria, Senegal, Sudan)</p> <p>Main focus:</p> <ul style="list-style-type: none"> • South-South cooperation SLM Finance and GGW Platform (US\$360,000) • Capacity building for the implementation of the UNCCD • Inter- and intra-ACP South-South cooperation <p>Implementation: GM-UNCCD, overall coordination of the umbrella program “Capacity-building related to Multilateral Environmental Agreements” by UNEP. AUC is the African Regional hub.</p>
Front local environnement al pour une union verte (FLEUVE) Project	GM-UNCCD AUC EU FAO	10.7	Sept 2013 to Sept 2017	<p>Geographic coverage: Algeria, Burkina Faso, Cape Verde, Mali, Morocco, Mauritania, Niger, Senegal, Chad, Tunisia.</p> <p>Regional level activities- Countries in which national activities will be implemented in order to optimize synergies with on-going GGW projects, and will focus on local authorities and CSOs.</p> <p>Main focus:</p> <ul style="list-style-type: none"> • Knowledge management and partnership platform development (contribution to GGW platform for local stakeholders) (US\$3.7M) • Testing of field action approaches (US\$4M) • Capacity-development (US\$3M) <p>Implementation: GM-UNCCD, CSO networks: Drynet, RADDO (Maghreb network of NGOs on oasis sustainable development), and RESAD (Sahel desertification network), local authorities</p>
Support to the implementation of national action plans of the GGW	West African Economic and Monetary Union (UEMOA - <i>Union Économique et Monétaire Ouest Africaine</i>)	9.6	2013 to 2015	<p>Geographic coverage: Burkina Faso, Mali, Niger, Senegal, regional</p> <p>Main focus: Support the implementation of GGW national action plans</p> <p>Implementation: Governments</p>

SolArid - South-South Cooperation between North and West Africa to combat desertification	GM-UNCCD	0.160	Started 2006. No end date scheduled	<p>Geographic coverage: North, West Africa and Chad</p> <p>Main focus:</p> <ul style="list-style-type: none"> • South-south cooperation between North and West Africa (+ Chad) • Technology transfer <p>Implementation: GM-UNCCD, UNCCD focal points and research institutions</p> <p>OSS implemented (US\$45,000):</p> <ul style="list-style-type: none"> • Study on technology transfer opportunities between North and West Africa • Organization of a study validation workshop and elaboration of an action plan.
Knowledge, monitoring, coordination support project for implementation of TerrAfrica	World Bank, TerrAfrica Leveraging Fund	1.5	On-going until 2015	<p>Geographic coverage: Sub-Saharan Africa (23 countries in TerrAfrica)</p> <p>Main focus:</p> <p>TerrAfrica secretariat function at NPCA, knowledge management and dissemination, portfolio monitoring for TerrAfrica, networking, building coalitions and communities of action, communication</p> <p>Implementation: NEPAD Agency</p>
West African Agricultural Productivity Program (WAAPP) Adaptable Program Loan	World Bank/IDA, Comprehensive Africa Agriculture Development Program (CAADP) Trust Fund	549	2010 to 2025	<p>Geographic coverage: Benin, Burkina Faso, Cape Verde, Cote d'Ivoire, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, The Gambia, Togo, regional</p> <p>Main focus:</p> <p>Generate and disseminate improved technologies in the participating countries' top priority areas that are aligned with the region's top priorities, as identified by West Africa Council for Agricultural Research and Development (CORAF)</p> <p>Implementation: Governments, CORAF</p>
East African Agricultural Productivity Program (EAAPP) Adaptable Program Loan	World Bank/IDA, CAADP Trust Fund	120 (30 for Ethiopia)	2010 to 2015	<p>Geographic coverage: Ethiopia, Kenya, Tanzania, Uganda, regional</p> <p>Main focus:</p> <p>To invest in regional approaches to agricultural research through supporting the strengthening and scaling up of agricultural research in Eastern Africa, focusing on dairy, wheat, cassava and rice.</p> <p>Implementation: Governments, Association for Strengthening Agricultural Research in Eastern and Central Africa</p>

				(ASARECA)
Economics of dryland resilience in Africa (Analytical work)	World Bank, TerrAfrica Leveraging Fund	0.600	On-going. End date: 2015	Geographic coverage: Sub-Saharan Africa Main focus: Series of analyses on dryland sustainability. Includes land and water management, climate adaptation scenarios and alternative development pathways Implementation: World Bank
Economics of Land Degradation (Analytical work, global)	UNCCD Secretariat, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), International Food and Development Policy Institute, and other partners	Estimated 2.0	On-going. End date: 2020	Geographic coverage: Global Main focus: To prepare a cost-benefit analysis in the context of land degradation, to enable decision-makers in politics and business to take the necessary measures for better rural development and food security and promote sustainable land management. Implementation: GIZ

Annex 4: Indicative Procedures for BRICKS Competitive Regional Innovation Small Grants

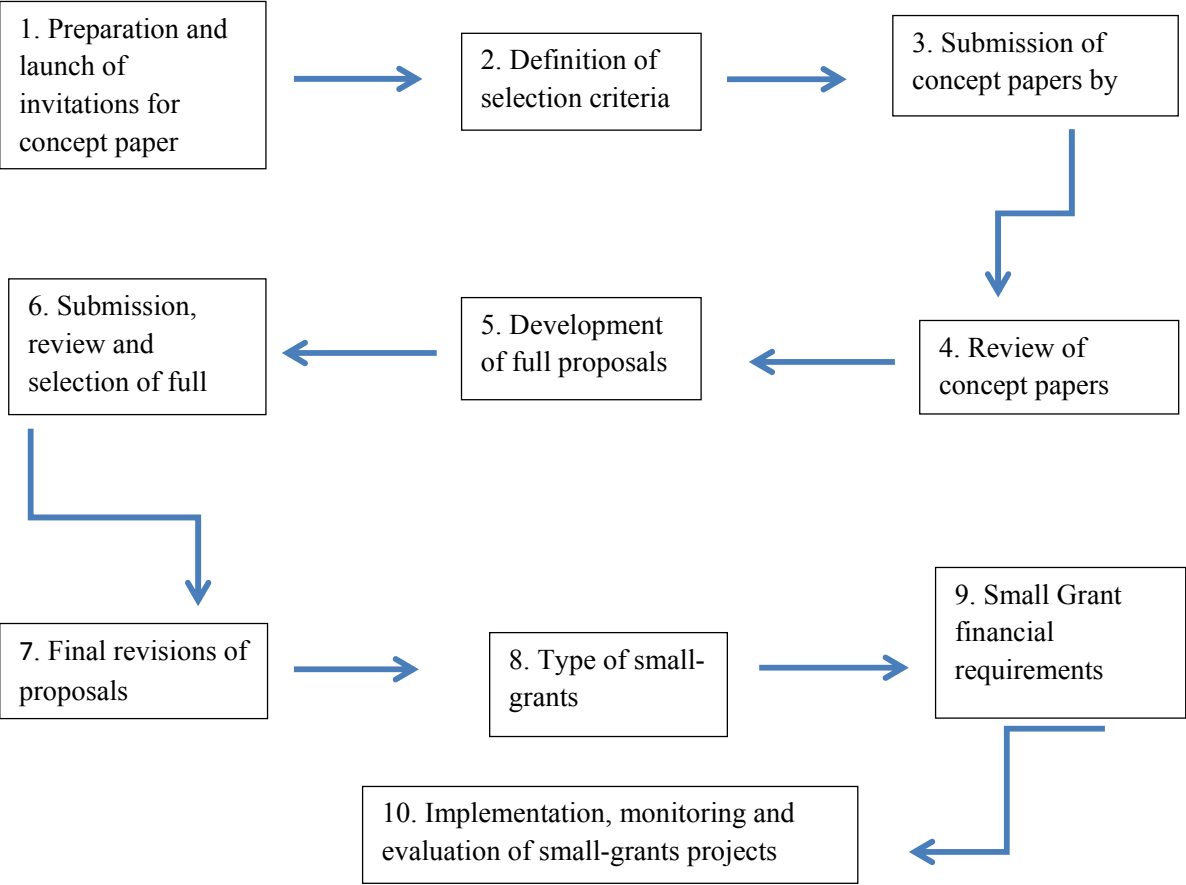
These procedures are based on the agreed actions in the BRICKS project Grant Agreement between CILSS and the World Bank. The procedures will be updated early during project implementation by CILSS in line with the indicative guidance provided below, and added to the PIM as an addendum or additional module after clearance by the World Bank.

- 1) Preparation and launch of invitations for concept paper applications:** During FY 1, CILSS in collaboration with OSS and IUCN will prepare the terms of reference (ToR) of the calls for concept paper applications, which will be validated by the Project Advisory Committee at its first meeting. The invitations for concept paper applications will be based upon a needs assessment completed by the implementing agencies in collaboration with the 12 SAWAP countries. The needs assessment will be conducted by CILSS, OSS, IUCN and the 12 SAWAP project teams in collaboration with the Best Practices WG, M&E and GIS WG, Strategic Communication WG, and the Biodiversity WG. The needs assessment will include the collective mapping out and prioritizing of needs for low cost tools and approaches in data analysis, geo-spatial mapping, web mapping, cell phone network, photography and other tools that can support dissemination of best management practices. It is important to make the announcements between month three (3) and six (6) of FY 1 so that applicants will have time to prepare and respond to them. CILSS (as lead agency) will be responsible for initiating the calls for applications. The time between the launch of the invitation for applications and the date of submission of the dossiers shall be two (2) to three (3) months. Appropriate distribution networks will be used for wide dissemination (BRICKS Platform, CILSS, OSS, IUCN, WB, TerrAfrica, etc., web sites).
- 2) Eligibility criteria:** In accordance to the Grant Agreement, the eligibility criteria for small grant proposals are defined as follows:
 - The proposals shall be for developing and piloting information technologies and communication tools applicable to BRICKS and the SAWAP country projects
 - The proposals shall be in compliance with the standards set forth in the applicable laws and regulations of the Member Country relating to health, safety and environmental protection
 - The cost of the proposals shall not exceed twenty thousand United States Dollars (US\$20,000).
- 3) Submission of concept paper by applicants:** Applications for the concept papers will be accepted through mail, email, and other means as decided by the implementing agencies.
- 4) Review of concept papers:** The submitted concept papers will be rated purely on how they meet the technical requirements and needs as stated in the needs assessment. CILSS will coordinate the procedure for the review of the concept paper submissions. Applicants with concept papers that are

most strongly matched to the technical requirements as stated in the needs assessment will be invited to submit full proposals. The applicants who are selected to submit full proposals will have two (2) to three (3) months in which the document must be submitted.

- 5) Development of full proposals:** There are many ways to provide assistance to applicants in the development of the full proposals. A consultant may be hired to aid the applicants in the development of their full proposals. Another option is to have the Working Groups, in coordination with CILSS, provide guidance to the applicants in their creation of the full proposal.
- 6) Submission, review and selection of full proposals:** Each applicant will submit a full proposal which will be received and reviewed by the Regional Selection Committee which will serve as the “jury.” The jury will be comprised of the IAs, WB, two representatives from 12 SAWAP countries, a representative of TerrAfrica and any resource person or structure deemed necessary. This composition will be validated by the BRICKS Project Advisory Committee.
- 7) Final revisions of proposals:** After the jury selects the winning proposal, there will be time for a comments/clarification period where any questions will be submitted to the applicants. The applicants will then furnish answers to these inquiries and a final revision of the full proposals will take place. The small-grants must be approved by the World Bank, according to their specifications as stated in the Grant Agreement.
- 8) Type of Small Grants:** The types of small-grants to be awarded are to be determined by CILSS in coordination with the IAs and the World Bank.
- 9) Small-grant financial requirements:** Financing agreements will be prepared by CILSS and signed by the small grant recipient. In financing Small Grants, CILSS shall enter into a Small Grant Agreement with a Beneficiary under terms and conditions satisfactory to the World Bank, which shall require the Beneficiary to:
 - Carry-out the proposal in accordance with the provisions of the Anti-Corruption Guidelines applicable to the beneficiary of the grant proceeds;
 - Enable CILSS and the World Bank to inspect the proposal, its operation and any relevant records and documents; and
 - Prepare and furnish to CILSS and the World Bank all such information as CILSS or the World Bank shall reasonably request relating to the proposal.
- 10) Implementation, monitoring and evaluation of projects:** CILSS will establish a methodology for monitoring and evaluating the Small Grants implementation subject to approval by the World Bank.

Figure 4.1: Indicative Small Grants application, selection and implementation process



Annex 5: Indicative BRICKS Project Services Request Form for SAWAP Country Projects

1. SAWAP Country Project (name):
2. Date of request:
3. Country project contact (Person, Title, Institution, Telephone, E-mail):
4. Bank task team leaders (TTLs) copied on the request: (list names of BRICKS TTLs and country project TTLs)
5. Type of service requested:
 - (i) Technical inputs on natural resource monitoring (soil, forest, water, carbon, etc.)
 - (ii) Technical inputs on land use planning (watersheds or other landscapes, participatory forest management, protected areas, grazing corridors, farm plans, etc.)
 - (iii) Technical inputs on geospatial analysis
 - (iv) Technical inputs on land management practices and approaches
 - (v) Technical inputs on natural resource economics
 - (vi) Technical inputs on biodiversity assessment and planning
 - (vii) Technical inputs on strategic communication
 - (viii) Technical inputs on impact evaluation
 - (ix) Other: (specify)
6. Brief description of requested service(s)¹⁹:
 - (i) Background / Problem (150 words maximum)
 - (ii) Objective of the requested service
 - (iii) Description of the scope of the requested service
 - (iv) Specific deliverables expected from the requested service
 - (v) Estimated man-days of work for the requested service
 - (vi) Estimated travel cost, if any (list air, ground, hotel and per diem separately)
 - (vii) Total estimated cost, budget, and specific financing sources
 - (viii) Period (s) for the requested service

To contact us, request additional information, please visit our web page [to be developed] or write or call [list team below]:

¹⁹ Examples include south-south learning events, training, periodic study tours, dissemination of best practices, desk reviews, advisory services, impact evaluation, monitoring, modeling and mapping land and water resources and land use change, other

Annex 6: BRICKS Communication: Strategy, Monitoring Framework and Action Plan

This annex outlines the communication strategy for the BRICKS Project and the broader SAWAP umbrella that it supports. The strategy provides an overview of communication objectives and activities at various levels. It identifies primary and secondary stakeholders, main communication channels and indicators. It also incorporates the emerging communication approach for the GGW based on the communication plan of the *Regional Harmonized Strategy for the Implementation of the Great Green Wall for the Sahara and the Sahel Initiative*, elaborated by FAO and other partners.

Communication approach in the GGW

There is wide recognition that a comprehensive, coherent and sustained communication effort is key to achieving the GGW's goals. In particular, a strategic approach to communication will help define the Initiative and build support for it. Specific objectives of such overarching communication strategy for the GGWI are (with regard to the intended audiences): (a) to raise awareness (media, general public); (b) to clarify the landscape approach (institutional actors); and (c) to rally support for the initiative (NGOs, development practitioners).

Communication approach in the BRICKS project and SAWAP

Deploying strategic communication to build out networks on innovative technologies and M&E will be crucial to realize BRICKS' goal of improving the SAWAP portfolio quality.

To support the BRICKS development objective of improving accessibility of best practices and monitoring information within the SAWAP portfolio, the communication objectives are integrated throughout project and program design. Taking into account also the need to integrate the overarching communication strategy for the Great Green Wall the objectives are: (i) to harmonize strategy, actions and tools in support of the GGW and sustain multi partners regional dialogue; (ii) to promote collaboration and build a community of practice among the project teams and key stakeholders of the SAWAP portfolio as well as with the implementing institutions of the BRICKS; (iii) to effectively share knowledge on innovations in managing natural resources, climate change, and natural disasters and (iv) provide communication support and enhancing the communication capacity of the 12 country project teams in the SAWAP umbrella.

Key stakeholders identified are the country project teams of the SAWAP portfolio, country level actors and regional institutions active in multiple sectors, decision makers, NGOs, academic institutions, and, ultimately, the beneficiaries of the country projects at local level.

To validate the communication approach and further map stakeholders, a workshop will be held with the SAWAP country project team coordinators and team members in charge of communication activities, and communication staff of the three regional implementing agencies for BRICKS, and representatives of international and regional partners. Then regular (e.g. biannual) monitoring workshops between the implementing agencies and project coordinators in each country will follow for the purposes of coordination among the implementing agencies, and between the agencies and the SAWAP projects. A survey instrument will also be prepared to assess the communication needs of the direct beneficiaries of the project -- the country project teams and key country stakeholders implementing the SAWAP projects -- and identify motivational factors that would facilitate portfolio-wide knowledge sharing and production, as well as benchmarking and monitoring. The main components of the survey will be identified prior to and further discussed during the first SAWAP communication workshop.

To achieve the communication objectives a working group on strategic communication will be established within the BRICKS Project Implementation Unit under the leadership of the IUCN to develop an Action Plan coordinated among the three implementing agencies of the BRICKS. The working group will include bilingual communication and Knowledge Management experts, and the communication staff of the BRICKS implementing agencies. The Communication Action Plan will be updated on a yearly basis.

Communication Objective 1. Harmonize strategy, actions and tools in support of the GGW and sustain multi partners' regional dialogue.

The working group on strategic communication will liaise with the communication persons working in the GGW partners' institutions to establish a continuous flow of information with regard to activities, events and results achieved. Starting from the definition of a common visual identity for the Initiative and the development of joint communication products on regional best practices a fruitful collaboration among communication GGW partners to exploit synergies will result in creating a GGW communication task force, which will be more effective in conveying a comprehensive vision and consistent messages on progress and accomplishments of the Initiative.

Communication Objective 2. Build a community of practice and promote collaboration among the project teams and key stakeholders of the SAWAP portfolio as well as with the implementing institutions of the BRICKS.

An integrated approach to communication is needed to establish an information infrastructure, networking and innovative solutions to SAWAP projects teams and to mobilize people to act and

cooperate. To achieve this objective the communication strategy will need first to position the BRICKS project and market the services offered at regional level to the country teams.

The strategy will also support the engagement of the SAWAP project teams in knowledge production and sharing activities and the creation of a learning and networking platform. Through the regional web portal a consistent flow of information will be established to ensure the gathering, processing and dissemination of lessons learned and knowledge produced in each project among the SAWAP projects teams. The web portal could include a virtual collaborative space for the country project teams and implementing agencies to allow knowledge exchanges across projects and across teams.

The working group on strategic communication will play an important role in this process by acting as moderators of the web-based platform (requesting inputs from contributors, highlighting current and new functionality, etc.). For harmonization purposes the regional web portal should be designed in a way compatible for being integrated in the GGW umbrella platform. The umbrella platform is being developed by the African Union Commission (AUC), the Pan African Great Green Wall Agency, in collaboration with the GGW technical committee and other partners²⁰ to promote the networking of scientists and practitioners working on GGW and encourage wider dissemination of scientific and technical information.

Communication Objective 3. Effectively disseminate knowledge on integrated management of natural resources, climate change, and natural disaster. The strategy will help make widely accessible and understandable regional and global best practices to support outreach to country level actors and regional institutions, decision makers and beneficiaries at local level. Formal and informal communication channels, a mix of media and formats tailored to the intended audiences will be used to disseminate innovations in a broad range of natural resource management technologies and approaches, from science-based to grassroots-driven traditional approaches. Effective communication initiatives to facilitate the uptake of innovations by local communities (where applicable) should address resistance/aversion to innovation that is reported by many development practitioners working with local communities. The strategy will include media outreach and advocacy initiatives, making use of existing communication platforms of

²⁰ These include: Food and Agriculture Organization (FAO), Land Degradation Assessment in Drylands (LADA), World Overview of Conservation Approaches and Technologies (WOCAT), Climate for Development in Africa Program (ClimDEV), African Monitoring of the Environment for Sustainable Development (AMESD)

stakeholders, including websites and social media, such as Connect4Climate²¹ and TerrAfrica/NEPAD's advocacy and mutual learning activities.

Communication Objective 4. Provide communication support and strengthen the communication capacity of the SAWAP project teams. The project will support coordination and enhance implementation of each country project's communication strategies financed within the SAWAP portfolio. As communication support is an integral part of the demand driven knowledge services provided by BRICKS, a crucial component of the strategy is to enhance communication capacity and skills at project level with the ultimate goal of creating a region-wide network of communicators. To optimize resources, learning opportunities provided by BRICKS to the SAWAP project teams will include modules on strategic communication. The BRICKS working group on strategic communication would promote and coordinate the preparation of a series of guidance notes on lessons learned and tips for effective communication.

Communication staff will collaborate and work jointly with the regional BRICKS project and country projects' M&E officers to track and evaluate the results of communication activities during project implementation. Periodic surveys will track increased performance in the SAWAP portfolio with regards to (i) innovation, (ii) communication, and (iii) knowledge.

The following tables describe the evaluation framework for the strategy and include communication objectives, proposed interventions, expected outcomes, indicators and means of measurement, as well as a preliminary action plan to be refined once the communication research phase has been concluded.

²¹ See <http://connect4climate.org/>

Table 6.1: *Communication Strategy: How it supports SAWAP, the GGW and BRICKS*

BRICKS Project Development Objective (PDO)	Communication Objectives to Support the PDO of BRICKS	Communication Challenge	Communication Intervention	Communication Outcomes	Communication Impact* <i>(Contribution of Communication to Desired Change(s) of Overall Project)</i>
<p>Improve accessibility of best practices and monitoring information within the SAWAP portfolio on sustainable land use and management</p>	<p>(i) Harmonize strategy, actions and tools in support of the GGW and sustain multi partners regional dialogue</p>	<p>Multiplicity of similar donor-funded projects in support of the GGW in the region (see PIM Annex 3, Table 3.1)</p>	<ul style="list-style-type: none"> ▪ Liaise with the working group of communication experts established within GGW, to agree on common visual and textual definition of the initiative, and develop and fine tune messages ▪ BRICKS web portal designed in such a way to be integrated in the GGW umbrella platform 	<ul style="list-style-type: none"> ▪ Comprehensive vision and consistent messages on progress and accomplishments of the Initiative emerge from the “noise” of multi actors’ communication efforts (symphony instead of cacophony) ▪ The evolution of the GGW into a sustainable landscape program is understood by the relevant regional institutional actors ▪ Increased support 	<p>Lessons learned contribute to influence environmental policies at national and regional level</p>

				for long term, integrated initiatives to address the cross-cutting nature of land degradation and desertification	
	(ii) Promote collaboration and build a community of practice among the project teams and key stakeholders of the SAWAP portfolio as well as with the implementing institutions of the BRICKS	Coordination among SAWAP project teams and implementing agencies	<ul style="list-style-type: none"> ▪ Bi-annual workshops between the implementing agencies and project coordinators in each country ▪ Establish a consistent flow of information among the SAWAP projects teams to feed the BRICKS web portal ▪ Establish a virtual collaborative space for the country project teams and implementing agencies to allow knowledge exchanges across projects and across teams 	<ul style="list-style-type: none"> ▪ Lessons learned and knowledge produced in each project are gathered, processed and disseminated ▪ Country projects benefit from lesson learned in similar projects and global and regional best practice 	

	<p>(iii) Effectively share knowledge on innovations in managing natural resources, climate change, and natural disasters</p>	<p>Accessibility of scientific knowledge and innovative technologies at grassroots level</p> <p>Regional diffusion of grassroots-driven traditional approaches</p>	<ul style="list-style-type: none"> ▪ Public awareness campaign on the importance of sharing good local practices in environmental management and sustainable development ▪ Media outreach (beyond project positioning and visibility to include training for journalists) ▪ Capitalization and dissemination workshops ▪ Use of existing communication platforms of stakeholders, including rural radios, websites and social media, such as Connect4Climate and TerrAfrica/NEPAD' 	<p>Regional and global best practices are widely accessible and understandable</p>	
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			<p>s advocacy and mutual learning activities to establish information channels to and from the local level ; side events and exhibitions (documentary and photos) in major international events (conferences, workshops, etc...)</p>		
	<p>(iv) Provide communication support and enhance the communication capacity of the 12 country project teams in the SAWAP umbrella</p>	<p>Low communication capacity of SAWAP implementing agencies</p> <p>Isolated and sporadic communication activities at project level</p> <p>Duplication of communication efforts</p>	<ul style="list-style-type: none"> ▪ Strategic communication modules included in south-south learning events organized within BRICKS ▪ On demand communication based assessment carried out in SAWAP projects 	<ul style="list-style-type: none"> ▪ Outreach to country level actors and regional institutions, decision makers and beneficiaries at local level is facilitated ▪ A region-wide network of communicators is created 	

**Argued, not measured*

Table 6.2: Monitoring Framework for the Communication Strategy

Communication Strategy Outcome	Indicator	Measurement Methods
Comprehensive vision and consistent messages on progress and accomplishments of the Initiative emerge from the “noise” of multi actors communication efforts	% of public aware of the initiative and its accomplishments # of news items reporting on the GGW	Survey (relevant survey population) Media content analysis
The evolution of the GGW into a sustainable landscape program is understood by the relevant regional institutional actors	% of institutional actors who are knowledgeable about the landscape approach	Survey (relevant survey population) Key informant interviews
Increased support for long term, integrated initiatives to address the cross-cutting nature of land degradation and desertification	# of coalition initiatives advocating for integrated NRM, climate change and natural disaster	Special study
Lessons learned and knowledge produced in each project are gathered, processed and disseminated	# of knowledge products available on the portal	Project reports Web portal traffic analysis
Country projects benefit from lesson learned in similar projects and global and regional best practice	Virtual collaboration space established and used % of country projects teams satisfied with the services offered through the web portal	Observation and web portal traffic analysis Survey (relevant survey population)
Regional and global best practices are widely accessible and understandable	# of multi format dissemination toolkits produced Scale 1-5 on quality and usability of products # of news items reporting on innovations in managing natural resources, climate change, and natural disasters	Project reports Survey (relevant survey population) Media content analysis
Outreach to country level actors and regional institutions, decision makers and beneficiaries at local level is facilitated	# of requests for communication support from SAWAP project teams Level of satisfaction of project teams requesting communication support	Project reports Key informant interviews
A region-wide network of communicators is created	Existence of a regional network characterized by regular meetings/workshops, mailing list, newsletter, virtual venues for exchange purposes	Observation, project reports, records

Table 6.3: BRICKS-SAWAP Communication Action Plan

<i>Communication objective 1: Harmonize strategy, actions and tools in support of the GGW and sustain multi-partner regional dialogue</i>							
Stakeholders/ Audience	Type/Level of change²²	Activity	Message	Channels/ media	Expected results	Responsibility	Deadline
Communication experts of GGWI partners institutions (OSS, IUCN, CILSS, WB, TerrAfrica, GM, AUC, FAO, etc...)	Information	Compile a list of all the communication persons working in the GGWI partners institutions , TerrAfrica and similar regional initiatives	n/a		regularly updated list and calendar	OSS, IUCN, CILSS, WB communication team	April- May 2013 (completed)
		Establish and regularly update a calendar of meetings and events relevant for the GGWI					ongoing
	Information	Periodically organize virtual meetings with GGW partners	Always debrief on activities to refine competencies	Meetings Reports Briefings	a continuous flow of information among communication GGW partners with regard to activities, events and results achieved is established		June 2013 ongoing
		Organize meetings on GGW communication at the margins of COPs and other institutional events					July 2013 (Ouagadougou Workshop)
							September 2013, (Namibia/CoP11)
							ongoing

*Level of change needed to achieve the objective according to the AKAP ladder (awareness, knowledge, attitude, practice/behaviour)

	Collaboration	Support the development of a corporate visual identity for the initiative	A jointly agreed visual and textual definition of the initiative is more effective	Workshop	communication experts share a common vision of mosaic approach for the GGWI and use the new logo and communication materials		September 2013, (Namibia/CoP11) ongoing
		Contribute to the design of a brochure on the GGWSS					
	Information	Organize bimonthly virtual meetings on the implementation of the GGW platform	Always debrief on activities to refine competencies	Meetings	Integration of BRICKS web portal in the GGWSSI umbrella platform	CILLS	December 2013 ongoing
		Regularly update the PIU on GGWISS progress		Reports			

Communication objective 2: Promote collaboration and build a community of practice among the project teams and key stakeholders of the SAWAP portfolio as well as with the implementing institutions of the BRICKS portfolio as well as with the implementing institutions of the BRICKS

Stakeholders/ Audience	Type/Level of change ²³	Activity	Message	Channels/media	Expected results	Responsibility	Deadline
SAWAP projects team members (WB)	Knowledge	Organize meetings and prepare supporting materials (PPTs, talking points, flyer, etc...)	BRICKS added value	One-on-one meetings with TTLs; workshops;	SAWAP task teams are informed about BRICKS and motivated to use its services	WB	Project's launch
		Assess their communication	n/a	Survey			

*Level of change needed to achieve the objective according to the AKAP ladder (awareness, knowledge, attitude, practice/behaviour)

		and capacity needs, as well as their constraints		instrument			
SAWAP projects implementing agencies (country)	Knowledge	Organize meetings and prepare supporting materials (PPTs, talking points, flyer, etc...)	BRICKS added value	Workshops;	SAWAP country teams are informed about BRICKS and motivated to use its services	WB	Project's launch
		Assess their communication and capacity needs, as well as their constraints	n/a	Survey instrument			
	Collaboration	Convene biannual workshops with project coordinators;	Promotion of good practices and innovations brings mutual benefits; consistency in knowledge sharing is key	Workshop	SAWAP country teams use the BRICKS services and consistently feed the web portal	CILSS.OSS, IUCN	End of first year of BRICKS implementation
Facilitate and stimulate debate on SLM practices		Discussion forums; blogs					
Key stakeholders of SAWAP	Awareness	Identification of key stakeholders in each country	BRICKS added value	Mailing list; Reports;	Strategic actors join the emerging	WB, CILSS.OSS, IUCN communication team	January 2014 ongoing

portfolio (Ministry of Environment, Ministry of Agriculture, etc...)		project and outreach;		TerrAfrica website;	community of practice		
	Knowledge	Piggyback on BRICKS learning events and study tours to promote good practices and innovations	Importance of being part of a regional community sharing similar objectives and interests	Discussion forums, blogs; e-newsletter (automatically generated from CILSS website;		CILSS,OSS, IUCN	End of first year of BRICKS implementation
Communication objective 3 : Effectively share knowledge on innovations in managing natural resources, climate change, and natural disasters							
Stakeholders/ Audience	Type/Level of change²⁴	Activity	Message	Channels/media	Expected results	Responsibility	Deadline
Development practitioners	Awareness Knowledge Practice	Disseminate scientific knowledge and innovative technologies and facilitate knowledge exchange	Value of best practices	Workshops Guidance notes Study tours Videos Web portal	Lessons learned and regional and global best practices are accessible, understandable and widely applied	CILSS, IUCN,OSS	End of first year of BRICKS implementation
Institutional actors	Advocacy	Promote knowledge sharing events	Importance of replicating good practices	Meetings; Dialogue forums;	Best practices and innovations		

²⁴*Level of change needed to achieve the objective according to the AKAP ladder (awareness, knowledge, attitude, practice/behavior)

		Promote GGW partners initiatives and mosaic approach	and successful innovations	Photo exhibitions; Printed materials (including info graphics, briefing notes and publications)	are taken into consideration at national and regional policy level		
NGOs and other grassroots organizations	Awareness Knowledge	Disseminate scientific knowledge and innovative technologies at community level (specifically targeting women and young people)	Value of best practices	Rural radios Learning events Videos/documentary	Global and regional local good practices are accessible and understandable		
	Mobilization	Facilitate collecting and processing of local best practices	Importance of sharing good local practices	Existing platforms and networks, (Connect4 Climate, TerrAfrica/NEPAD)			
Journalists	Awareness Knowledge	Outreach to position BRICKS within the regional context	BRICKS as regional center for knowledge sharing	Press info kit		WB, CILSS, OSS, IUCN communication team	BRICK's launch team
		Conduct informal	Need to show successful	Media tour (piggybacking on		CILSS,	End of first year of BRICKS

		training on environmental reporting	local stories for amplification and replication purposes	study tours)		IUCN,OSS	implementation
General public	Awareness	Design and conduct a campaign on sustainable natural resources management	Importance of sharing local practices and integrated approach	National and regional media outlets; Websites (TerrAfrica/NEPAD, C4C, etc.		IUCN	Mid-term of BRICKS implementation
Communication objective4: Provide communication support and enhance the communication capacity of the 12 country project teams in the SAWAP umbrella							
<u>Stakeholders/ Audience</u>	<u>Type/Level of change</u> ²⁵	<u>Activity</u>	<u>Message</u>	<u>Channels/media</u>	<u>Expected results</u>	<u>Responsibility</u>	<u>Deadline</u>
SAWAP project country teams	n/a	Carry out communication based assessment at project level	n/a	n/a	Increased capacity of communicating effectively with project stakeholders	WB, CILSS, OSS, IUCN communication team	On demand
	Knowledge	Include communication modules in south-south learning events	n/a	Training workshops			End of first year of BRICKS implementation

*Level of change needed to achieve the objective according to the AKAP ladder (awareness, knowledge, attitude, practice/behavior)

	Knowledge	Ad hoc support communication activities at project level	n/a	n/a			On demand
	Knowledge Mobilization	Disseminate case studies on effective communication and facilitate knowledge exchange among communication specialists in the region		Mailing list; e-Newsletter; Online forum; Guidance notes; Virtual meetings; Yearly workshops	A regional network of communicators is created and communication tools developed		End of first year of BRICKS implementation

Annex 7: Key Project Staffing at CILSS

Lead BRICKS Project Coordinator (Indicative ToRs)

The Lead BRICKS Project Coordinator²⁶ will provide the overall leadership for and management of the BRICKS project. He/She will have overall responsibility for ensuring the successful attainment of BRICKS project objectives and effective financial management and administration of the Project Implementation Unit (PIU) at CILSS, and will also ensure close coordination with the BRICKS teams at OSS and IUCN.

The primary duties of the Lead Project Coordinator,²⁷ in terms of Project-wide and inter-agency coordination, include but are not limited to:

- Serve as the head of the PIU, which provides overall support for the project and ensure cooperation and collaboration between the three implementing agencies (CILSS, OSS, IUCN) and successful operation of the project at the SAWAP country program level.
- Provide the overall leadership, management, and technical direction to ensure the achievement of project objectives and performance indicators; the quality and timeliness of project work; fiduciary management; effective human and resource allocation; and accurate project reporting.
- Ensure effective liaison with the three implementation agencies, the 12 SAWAP country projects, as well as maintain communication with the World Bank, supporting donors, and the international community.
- Ensure, in collaboration with OSS and IUCN project coordinators, effective and timely collaboration and coordination across the 12 SAWAP country project teams/national coordinators and project working groups.
- Promote good working relations with stakeholder groups, NGOs, and other relevant SAWAP portfolio organizations.
- Conduct the general management of the PIU, particularly as related to general administration, financial management, procurement, monitoring and evaluation, and reporting as detailed below:
 - o Joint Work Plan and Budget (JWP): Consolidates inputs from all implementing agencies; Defines activities implemented by CILSS; Seeks No Objection from the World Bank to approve updated full project joint AWPBs.

²⁶ Bilingual (English, French)

²⁷ The Lead coordinator will work in collaboration with the OSS and IUCN Coordinators. The delegation of any of his responsibilities to the OSS and IUCN coordinators will be coordinated with the three implementing agencies

- Joint Procurement Plan (JPP): Ensures consolidations of inputs into the JPP.
 - Joint Annual Progress Report: Ensures consolidation and prepares annual progress reports which should include a comprehensive review of physical progress of project implementation, both cumulatively and for the year in question. It should also account for activities, outputs, procurements and expenditures against the plan for that year.
 - Monitoring and Evaluation: Ensure consolidates and reports on BRICKS performance indicators.
- Ensure effective liaison and reporting to the Project Advisory Committee.
 - As Secretary, facilitate the effective operation of the Project Advisory Committee.
 - Ensure effective organization of Advisory Committee meetings, project meetings, and workshops.

The primary duties of the Lead Project Coordinator, in terms of Delivery of CILSS's own project activities, include but are not limited to:

- Ensure the timely, accurate and quality preparation of project progress, technical, financial and other required reports. Terms of References, monitoring plans, PIM (update), stakeholder participation plans and training plans, adhering to the required approval processes.
- Coordinates support for all the Working Groups, but leads the WGs on: (i) Project Management, and (ii) Best Practices.
- Foster a team environment, mentor staff, and ensure that gender and capacity building is well integrated into all project activities.
- Manage activities during the complex start-up phase.
- Supervise project staff, as well as the work of international and regional consultants, ensuring effective resource allocation and the quality and timeliness of work.
- Maintain quality assurance and facilitate effective project monitoring and evaluation.
- Select project staff and manage personnel contracts in accordance with the Project Implementation Manual (PIM).
- In support of the overall SAWAP portfolio, ensure that the PIU provides necessary support to country activities of other regional GGW Projects.

Lead BRICKS Procurement Management Specialist (Indicative ToRs)

The Lead Procurement Management Specialist will work under the supervision of the Lead Project Coordinator to ensure efficient and effective project implementation in accordance with the World Bank procurement guidelines as indicated in the PIM.

The primary duties of the Lead Procurement Management Specialist include, in terms of Project-wide and inter-agency coordination, but are not limited to:

- Establish and operationalize procurement functions at the PIU level, including a procurement tracking system, with each of the three implementing agencies (CILSS, OSS, and IUCN) procurement management specialist.
- Coordinate and facilitate procurement planning processes with each of the three implementing agencies procurement management specialist and prepare with them periodic consolidated project joint procurement plans as required by the PIM, in close consultation with the Overall Project Coordinator and the World Bank procurement specialists in Tunis and Ouagadougou offices.
- Prepare inputs as needed for the recruitment of consultants (firms and individuals), procurement of other services (e.g. training and workshops), and the procurement of goods.
- Undertake procurement goods and services in accordance with the PIM.
- Identify possible sources of supply of goods and services. Establish a database of regional suppliers from which shortlist can be prepared for procurement actions as required.
- Administer project contracts.
- Monitor procurement through regular updates of the Joint Procurement Plan (JPP) in collaboration with each agency's project procurement management specialist and seeks No Objection from the World Bank to approve updated full project Procurement Plan.
- Prepare in collaboration with each agency's project procurement management specialist procurement progress reports.

The primary duties of the Lead Procurement Management Specialist, in terms of Delivery of CILSS's own project activities, include but are not limited to:

- Seek No Objection from World Bank for procurements managed by CILSS according to the most recently approved Procurement Plan, and manages the procurement process from start to finish for activities directly implemented by CILSS.

- Maintain working files and records; prepare correspondence related to procurement activities; seek legal advice where appropriate.
- Maintain appropriate business relations with suppliers and liaise with the Lead Project Coordinator and project personnel. Maintain current market knowledge by evaluation of technical data, price and payment terms, visits and phone/e-mail interviews and contacts.
- Provide support to project procurement activities being undertaken by the implementing agencies procurement management specialists.

Lead BRICKS Financial Management Specialist (Indicative ToRs)

Lead Financial Management Specialist will work under the supervision of the Overall Project Coordinator to ensure efficient and effective project implementation in accordance with financial management guidelines indicated in the PIM.

The primary finance related duties of the Lead Financial Management specialist include, in terms of Project-wide and inter-agency coordination, but are not limited to:

- Establish and operationalize financial management functions at the PIU in collaboration with each of the three implementing agencies (CILSS, OSS, and IUCN) financial management specialist
- In consultation with the Lead Project Coordinator and in collaboration the implementing agencies' financial management specialists design and prepare Project cost projections for the current year expenditures, in order to make accurate delivery projections and realistic budgeting.
- Support the implementing agencies' financial management specialists in establishing their agencies project accounts and in executing the financial transactions from these accounts in accordance with the PIM.
- In consultation with the Lead Project Coordinator and in collaboration the implementing agencies' financial management specialists, prepare and verify budget revisions as required.
- In collaboration with the implementing agencies' financial management specialists prepare the required Financial Management Reports and other required financial statements.
- Consolidate financial reports on the expenditures against the implementing agencies project accounts.

The primary duties of the Lead Financial Management specialist, in terms of Delivery of CILSS's own project activities, include but are not limited to:

- Establish the project computerized financial management/accounting system at the PIU in collaboration with the implementing agencies' financial management specialists.
- Monitor and analyze financial transactions through the computerized financial management accounting system.
- Prepare quarterly IFRs that cover activities directly implemented by CILSS that are financed through the Bank/GEF funds, and submit the IFR to the Bank, no later than 45 days after each subsequent calendar quarter.

- Annually arrange for the external auditing of the project's financial statements through a reputable, competent and independent auditing firm that is deemed satisfactory by the World Bank. In addition to the audit reports, the external auditors will prepare a Management Letter that includes observations, comments and recommendations for improving accounting records, systems, controls and compliance with financial covenants according to the World Bank-CILSS Grant Agreement. CILSS will produce the audited financial statements no later than June 30 of the following fiscal year.
- Provide assistance to the auditor undertaking annual audits of the above mentioned financial statements.

Lead BRICKS Project M&E Coordinator (Indicative ToRs)

The Lead Project M&E Coordinator will work under the supervision of the Lead Project Coordinator to ensure efficient and effective design and implementation of the BRICKS project-level monitoring and impact evaluation platform activities under component 2 of the project.

The primary duties of the lead Project M&E Coordinator include, but are not limited to:

- Lead preparation of all BRICKS project-level reporting (non-financial, non-procurement)
- Coordinate with the three implementing agencies (CILSS, OSS and IUCN) to implement BRICKS project-level M&E and reporting of BRICKS project-level M&E results for the BRICKS project.
- Update the BRICKS Results Framework quarterly, including all indicators and values.
- Update annually the GEF tracking tools for climate change mitigation and land degradation.
- Develop and maintain a BRICKS project MIS that includes all project inputs, outputs, and the data required by the Results Framework.
- Highlight and assess issues for management attention and project adaptation based on findings from the BRICKS M&E system.
- Participate in the M&E and GIS working groups (led by OSS), which will inform the above tasks (**note:** the M&E and GIS working groups are concerned largely with SAWAP portfolio level M&E led by OSS but also the simpler BRICKS project-level M&E led by CILSS).
- Lead coordination of all tasks related to activity (d) Component 2 for establishing and promoting an impact evaluation platform, liaising with other relevant impact evaluation communities regularly, including, the International Initiative for Impact Evaluation (i3e), the Development Impact Evaluation Initiative – DIME (World Bank program), etc. to broaden the use of impact evaluation in the Great Green Wall.

Annex 8: GEF Tracking Tools for BRICKS

The GEF tracking tools are an important reporting obligation for projects submitted to the GEF for incremental financing, and are part of the overall M&E accountabilities for the BRICKS project (see PIM section C for M&E implementation arrangements, and see PIM Annex 9 for the BRICKS results framework that accompanies the GEF tracking tools). These tools are invaluable for monitoring results of GEF operations in the various focal areas, including project contributions to the GEF mandate on global environmental benefits (GEBs).

The GEF tracking tools for the BRICKS project (see tables below) cover the (i) climate change mitigation and (ii) land degradation focal areas, because it is from these two focal areas that financial resources were secured for BRICKS implementation.

Baseline values for selected, relevant indicators in the tracking tools for these two focal areas have been collected, and these values will be updated at mid-term and at project closing. Below is the list of these specific indicators and baseline values as reported to the GEF in the tracking tools.

For more information on the GEF tracking tools, please refer to the BRICKS project files for the full tracking tools in their original Excel format, as well as guidelines from the GEF Secretariat on how to complete the GEF tracking tools.

Table 1. Extract from the Tracking tool for GEF Climate Change Mitigation Focal Area (CEO Endorsement Target), with indicators that will be tracked in the BRICKS Project

Objective 5: LULUCF	Target at CEO Endorsement	Notes/Units
Area of activity directly resulting from the project		
Conservation and enhancement of carbon in forests, including agroforestry	Individual SAWAP projects will report to BRICKS	ha
Conservation and enhancement of carbon in non-forest lands, including peat land	Individual SAWAP projects will report to BRICKS	ha
Avoided deforestation and forest degradation	Individual SAWAP projects will report to BRICKS	ha
Afforestation/reforestation	Individual SAWAP projects will report to BRICKS	ha
Good management practices developed and adopted	2	0: not an objective/component 1: no action 2: developing prescriptions for sustainable management 3: development of national standards for certification 4: some of area in project certified 5: over 80% of area in project certified

Carbon stock monitoring system established	3	<p>0: not an objective/component</p> <p>1: no action</p> <p>2: mapping of forests and other land areas</p> <p>3: compilation and analysis of carbon stock information</p> <p>4: implementation of science based inventory/monitoring system</p> <p>5: monitoring information database publicly available</p>
Lifetime direct GHG emission avoided	Individual SAWAP projects will report to BRICKS	tonnes CO2eq (see Special Notes above)
Lifetime indirect GHG emission avoided	Individual SAWAP projects will report to BRICKS	tonnes CO2eq (see Special Notes above)
Lifetime direct carbon sequestration	Individual SAWAP projects will report to BRICKS	tonnes CO2eq (see Special Notes above)
Lifetime indirect carbon sequestration	Individual SAWAP projects will report to BRICKS	tonnes CO2eq (see Special Notes above)

Table 2. Extract from the GEF Land Degradation Focal Area – Portfolio Monitoring and Tracking Tool (I. Project Context and Targeted Impacts), with indicators that will be tracked in the BRICKS Project

1. Agro-ecological context – Characterization of area in which project is located			
1.a	What agro-ecological zone(s) is the project situated? Select the most appropriate from the drop down menu.	ii. Arid	Note: SAWAP covers arid, semi-arid, sub-humid and humid systems.
1.b.	What production system(s) will the project target? Please provide an estimated coverage of the area targeted.		
	i. Agriculture (including food crop, tree crop, and crop-livestock)	Individual SAWAP projects will report to BRICKS	Hectares
	ii. Rangeland	Individual SAWAP projects will report to BRICKS	Hectares
	iii. Pastoral	Individual SAWAP projects will report to BRICKS	Hectares
	iv. Forestry	Individual SAWAP projects will report to BRICKS	Hectares
	v. Mixed Systems	Individual SAWAP projects will report to BRICKS	Hectares
1.c.	Focus of project interventions – Please provide total area covered for only those that apply		
	i. Improved agricultural management (crop and crop-livestock)	Individual SAWAP projects will report to BRICKS	Hectares
	ii. Improved rangeland and pasture management (livestock based)	Individual SAWAP projects will report to BRICKS	Hectares
	iii. Improved forest management (SFM)	Individual SAWAP projects will report to BRICKS	Hectares

	iv. Restoration of degraded lands	Individual SAWAP projects will report to BRICKS	Hectares
	v. Re-vegetation, Reforestation	Individual SAWAP projects will report to BRICKS	Hectares
	vi. Protection of natural resources (e.g. Newly designated protected areas, erosion/flood/landslide control)	Individual SAWAP projects will report to BRICKS	Hectares
	vii. Integrated landscape management (land-water-vegetation)	Individual SAWAP projects will report to BRICKS	Hectares
1.d.	What types of agricultural land use and/or farming practices are employed in the target area? Please provide an estimated coverage as appropriate.		
	i. Rain-fed	Individual projects will report to BRICKS	Hectares
	ii. Irrigated	Individual projects will report to BRICKS	Hectares
	iii. Mixed	Individual projects will report to BRICKS	Hectares
2. Socio-economic context - Characterization of affected communities and populations			
2.a.	Numbers of rural people		
	Male	Individual projects will report to BRICKS	Number
	Female	Individual projects will report to BRICKS	Number
2.b.	Number of people defined as poor		
	Male	Individual projects will report to BRICKS	Number

		Individual projects will report to BRICKS	Number
	Female		
3. Land Degradation (desertification and deforestation) problem			
3.a.	What is the extent of land degradation within the project boundary?		
	i. Agriculture (including food crop, tree crop, and crop-livestock)	Individual SAWAP projects will report to BRICKS	Hectares
	ii. Rangeland	Individual SAWAP projects will report to BRICKS	Hectares
	iii. Pastoral	Individual SAWAP projects will report to BRICKS	Hectares
	iv. Forestry	Individual SAWAP projects will report to BRICKS	Hectares
	v. Mixed Systems	Individual SAWAP projects will report to BRICKS	Hectares
3.b.	What is the nature of land degradation to be addressed directly? Please refer to guidelines and check (X) only the most relevant and provide relevant data where applicable and available		
	i. Loss of vegetative cover	Individual SAWAP projects will report to BRICKS	
	iv. Soil loss by wind / water erosion	Individual SAWAP projects will report to BRICKS	Tons/ Hectare
	vi. Loss of above-ground carbon	Individual SAWAP projects will report to BRICKS	Tons/ Hectare
	vii. Loss of soil carbon	Individual SAWAP projects will report to BRICKS	Tons/ Hectare

	xiv. Lowering of groundwater table / reduced aquifer	Individual SAWAP projects will report to BRICKS	
	xvi. Increased extent and severity of flood, drought, storm damage	Individual SAWAP projects will report to BRICKS	
3.d.	What are the indirect drivers/causes of land degradation? Indicate (X) only those that apply		
	i. Population pressure	X	<i>Check (X) only those that apply</i>
	ii. Consumption pattern and individual demand	X	
	iii. Land Tenure	X	
	iv. Poverty	X	
	v. Labour availability	X	
	vi. Inputs and infrastructure	X	
	vii. Education, awareness raising and access to knowledge and support services and loss of knowledge	X	
	viii. War and conflict	X	
	ix. Governance, institutions and politics	X	
	x. Other (specify: _____)		
5. Measurable global environmental benefits in the project target area			
a. Land cover			
	i. Vegetative cover	Individual SAWAP projects will report to BRICKS	Hectares
b. Avoided emissions			
	i. Carbon stocks	Individual SAWAP projects will report to BRICKS	Tons/Hectare
	ii. Other GHG gases	Individual SAWAP projects will report to BRICKS	Tons CO ₂ e/ Ha
c. Carbon sequestration			
	i. Above ground biomass	Individual SAWAP projects will report to BRICKS	Tons CO ₂ e/ Ha

ii. Soil Carbon	Individual SAWAP projects will report to BRICKS	Tons CO2 e/ Ha
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Table 3. Extract from the Land Degradation Focal Area – Portfolio Monitoring and Tracking Tool (II. Project Outcomes and Adaptive Management), with indicators that will be tracked in the BRICKS Project

1. Outcome Monitoring			
L DFA Objectives and Outcomes	Indicators and Measures		Notes/Units
LD3 – SLM in wider landscapes (integrated management)			
i. Enhanced cross-sector enabling environment for integrated landscape management	Framework strengthening INRM	N/A	N/A
	Integrated land management plans	N/A	N/A
	Capacity strengthening (<i>see scoring guide below</i>)	2	Number (Score - See scoring guide below)
LD4 – Adaptive management and SLM learning			
ii. Improved GEF portfolio monitoring using new and adapted tools and methodologies	Indicate contributions to be made by the project on the following:		
	1. Knowledge management websites	1 region-wide	Number
	2. Exchange workshops	12 major events	Number
	3. Knowledge management networks	1 region-wide	Number
	4. Monitoring tools/systems established for		
	<i>a) Land Degradation Trends</i>	1 regional system	Number
	<i>b) Environment and Development Benefits</i>	1 regional system	Number
3. Knowledge application			
a. Knowledge resources utilized from GEF-financed targeted research (Describe)			
i. Data	To be reported at mid-term		

ii. Tools and Methodologies	To be reported at mid-term
iii. Best Practices	To be reported at mid-term
b. Knowledge resources contributed to focal area learning objectives (Describe)	
i. Data	To be reported at mid-term
ii. Tools and Methodologies	To be reported at mid-term
iii. Best Practices	To be reported at mid-term
4. Knowledge contribution as global public goods	
a. Knowledge resources and products (Describe and list under each category)	
i. Publications	To be reported at mid-term
ii. Tools and Methodologies	To be reported at mid-term
iii. Best practice guidelines	To be reported at mid-term
b. Knowledge dissemination (Describe)	
i. Websites	To be reported at mid-term
ii. Workshops	To be reported at mid-term
iii. Conferences and seminars	To be reported at mid-term
iv. Networks	To be reported at mid-term

Table 4. Scoring Guide for the GEF Land Degradation Focal Area Tracking Tool

Capacity strengthening to enhance cross-sector enabling environment		
Rating	Benchmark	Notes
1	No capacity building	Baseline assessment made during project design and planning phase and repeated assessments
2	Initial awareness raised (e.g. workshops, seminars)	
3	Cross-sectoral training courses addressing cross-sectoral issues are conducted	
4	Knowledge effectively transferred (e.g. working groups tackle cross-sectoral issues)	
5	Application of enhanced capacity demonstrated (framework, regulations, mechanism, structures for cross-sectoral management in place)	

Annex 9: BRICKS Results Framework and Monitoring

The BRICKS Results Framework and Monitoring table will be updated every quarter and reported at every mission and in the World Bank's regular Implementation Support Reports (ISRs). The degree of achievement of the targets in the Results Framework will be a critical metric for assessing the performance of the three implementing agencies.

Definitions for the indicators in the Results Framework are found in the table that follows Results Framework table.

Project Development Objective (PDO) / Global Environment Objective (GEO)												
PDO Statement												
To improve accessibility of best practices and monitoring information within the Sahel and West Africa Program portfolio on sustainable land use and management.												
These results are at project level												
PDO/GEO Indicators												
Indicator name	Core	Unit of Measure	Base-line	Cumulative Target Values						Frequency	Data Source / Methodology	Responsibility for Data Collection
				Y1	Y2	Y3	Y4	Y5	End Target (Y6)			
National team members in projects in the SAWAP umbrella reporting satisfaction with the	<input type="checkbox"/>	%	0	70	80	80	80	80	80	Annual	Survey	BRICKS PIU at CILSS (responsible for project-level M&E), working

effectiveness of services provided by the BRICKS project													with OSS and IUCN
Actual indicator value achieved:			0										
<u>Note:</u>													
Establishment and maintenance of a regional program-level monitoring system capable of aggregating environmental change information from participating country projects	<input type="checkbox"/>	#	0	0	1	2	11	11	11	Annual	Project records		BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			0										
<u>Note:</u>													
Direct Project beneficiaries	<input checked="" type="checkbox"/>	#	0	600	1000	1200	1200	1200	1200	Annual	Project records		BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			0										
<u>Note:</u>													

Female beneficiaries	<input checked="" type="checkbox"/>	% Sub-type Supple- mental	0	40%	40%	40%	40%	40%	40%	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			0									
<u>Note:</u>												
Intermediate Results Indicators												
Indicator name	Core	Unit of Measure	Base-line	Cumulative Target Values						Frequency	Data Source / Method-ology	Responsibility for Data Collection
				Y1	Y2	Y3	Y4	Y5	End Target (Y6)			
Team members for each of the SAWAP projects participating in regional knowledge exchanges per year (not cumulatively)	<input type="checkbox"/>	#	0	600	1000	1200	1200	1200	1200	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			0									
<u>Note:</u>												

Learning products on best practices developed and disseminated	<input type="checkbox"/>	#	0	5	10	15	20	25	30	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			0									
<u>Note:</u>												
Regional economic/ecosystem analyses completed	<input type="checkbox"/>	#	0	0	1	2	3	3	3	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			0									
<u>Note:</u>												
South-South learning events held	<input type="checkbox"/>	#	0	0	4	8	12	12	12	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			0									
<u>Note:</u>												
SAWAP communication strategy developed and updated annually with the communication teams for the 12 country projects	<input type="checkbox"/>	Y/N	N	Y	Y	Y	Y	Y	Y	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN

Actual indicator value achieved:			N										
<u>Note:</u>													
Activities in the BRICKS communication strategy's action plan that have begun implementation	<input type="checkbox"/>	%	0	30	60	70	80	80	80	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN	
Actual indicator value achieved:			0										
<u>Note:</u>													
Regional on-line decision support portal established	<input type="checkbox"/>	Y/N	N	N	Y	Y	Y	Y	Y	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN	
Actual indicator value achieved:			N										
<u>Note:</u>													
Regional atlas of land degradation, climate change mitigation and adaptation, and disaster risks is prepared, integrated into portal, and updated annually	<input type="checkbox"/>	Y/N	N	Y	Y	Y	Y	Y	Y	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN	
Actual indicator value achieved:			N										

<u>Note:</u>												
SAWAP projects reached with training on GIS tools and approaches	<input type="checkbox"/>	#	0	4	7	10	11	11	11	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			0									
<u>Note:</u>												
SAWAP projects reached with training on M&E tools and approaches	<input type="checkbox"/>	#	0	4	9	11	11	11	11	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			0									
<u>Note:</u>												
Guidelines developed and disseminated on data standardization and reporting procedures for SAWAP project M&E teams	<input type="checkbox"/>	Y/N	N	Y	Y	Y	Y	Y	Y	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			N									
<u>Note:</u>												

Country projects providing timely M&E reports to regional level M&E system	<input type="checkbox"/>	#	0	3	6	10	11	11	11	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			0									
<u>Note:</u>												
SAWAP portfolio monitoring and reporting system functional and providing information on SAWAP portfolio progress	<input type="checkbox"/>	Y/N	N	Y	Y	Y	Y	Y	Y	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			N									
<u>Note:</u>												
Activities in agreed BRICKS joint work plan that have begun implementation	<input type="checkbox"/>	%	0	50	60	70	80	80	80	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			0									
<u>Note:</u>												

BRICKS monitoring and reporting system functional and providing information on BRICKS progress	<input type="checkbox"/>	Y/N	N	Y	Y	Y	Y	Y	Y	Annual	Project records	BRICKS PIU at CILSS, working with OSS and IUCN
Actual indicator value achieved:			N									
<u>Note:</u>												

PDO/GEO Indicator Definitions

PDO / GEO Indicators	
Indicator Name	Description (indicator definition etc.)
National team members in projects in the SAWAP umbrella reporting satisfaction with the effectiveness of services provided by the BRICKS project	Using a survey instrument, this indicator tracks the extent to which SAWAP members of national project teams and other participating country project stakeholders who are participating in BRICKS activities are satisfied with the knowledge and monitoring services provided or facilitated by the BRICKS project to the participating country projects. This includes knowledge services such as cross-project and cross-country learning opportunities and dissemination of best practices, which will be part of the satisfaction survey.
Establishment and maintenance of a regional program-level monitoring system capable of aggregating environmental change information from participating country projects	This indicator measures the degree to which the regional program-level monitoring system is operational and being maintained via a proxy of the number of the 12 SAWAP country projects that are reporting on environmental change indicators. These indicators may include: carbon storage in biomass and soil, GHG emissions from changes in land use and management, changes in land degradation patterns, land cover changes, net primary productivity, biodiversity enhancements, and water resources availability or quality. Where possible, BRICKS Component 2 will finance an activity to aggregate compatible environmental change indicators among the projects in the SAWAP umbrella that are already tracking environmental metrics. Note: Under Component 2, BRICKS will also provide support to project teams to help operationalize these indicators, as needed and demanded by the country project teams.
Direct project beneficiaries	Direct beneficiaries are people or groups who directly derive benefits from an intervention (i.e., children who benefit from an immunization program; families that have a new piped water connection). Please note that this indicator requires supplemental information (below).
Female beneficiaries	Supplemental Value: Female beneficiaries (% of the number of direct beneficiaries). Based on the assessment and definition of indicator on direct project beneficiaries, specify what proportion of the direct project beneficiaries are female.

Intermediate Results Indicators

Indicator Name	Description (indicator definition etc.)
Team members for each of the SAWAP projects participating in regional knowledge exchanges per year (not cumulatively)	This indicator tracks the number of SAWAP national project team members (e.g. project staff, consultants, and other participating country project stakeholders) that are participating in BRICKS-supported regional knowledge exchanges. These exchanges include activities such as study tours and special training and exchange sessions for practitioners and policymakers on key topics, which are aimed at reinforcing communities of practice to implement activities related to themes addressed by the SAWAP portfolio.
Learning products on best practices developed and disseminated	This indicator measures the number of learning products (guidelines, videos, books, cost-benefit analyses and other studies, learning modules, policy notes, innovative tools, etc.) that are generated by the BRICKS project.
Regional economic/ecosystem analyses completed	This indicator tracks the number of economic or ecosystem analyses financed by BRICKS on relevant topics.
South-South learning events held	This indicator measures the number of BRICKS-supported South-South learning events convened to enable the 12 SAWAP project teams to exchange experiences on topics of mutual concern. Each country project financed under the SAWAP umbrella has a budget for participating in regional SAWAP knowledge exchanges.
SAWAP communication strategy developed and updated annually with the communication teams for the 12 country projects	This indicator tracks whether or not the BRICKS-supported SAWAP communication strategy has been developed and is being revised annually. The communication strategy provides an overview of communication objectives and activities at various levels and it identifies primary and secondary stakeholders, main communication channels and indicators. The BRICKS communication strategy will be one contribution to the broader GGW communication work being elaborated by various international partners.
Activities in the BRICKS communication strategy's action plan that have begun implementation	This indicator measures the percentage of proposed activities in the communication strategy action plans that are being executed. These activities will be overseen by the BRICKS working group on strategic communication. Through this action plan, BRICKS aims to reinforce the

	engagement of the SAWAP project teams in knowledge generation and dissemination activities and in the creation of the learning and networking platform.
Regional on-line decision support portal established	This indicator tracks whether or not the BRICKS-supported, regional on-line decision support portal has been launched. The portal will be linked to each of the 12 SAWAP projects' information systems on a rolling basis as countries' projects intensify implementation and participation in the regional program.
Regional atlas of land degradation, climate change mitigation and adaptation, and disaster risks is prepared, integrated into portal, and updated annually	This indicator tracks whether or not the regional digital atlas on land and water resources has been developed and embedded in the regional on-line decision support portal described above, and regularly updated. The atlas will be based on existing datasets generated through past and on-going initiatives. It is intended to include GHG fluxes from land use and management, climate risks such as drought, and links to other databases, early warning systems, water resource monitoring systems, and mapping resources in the region that would be useful for national project teams and regional teams.
SAWAP projects reached with training on GIS tools and approaches	This indicator measures the number of SAWAP project teams that are trained on GIS tools and approaches which are used for analyzing and reporting on project activities, and for supporting investment decisions to scale up improved practices.
SAWAP projects reached with training on M&E tools and approaches	This indicator measures the number of SAWAP project teams that are trained on applying M&E tools and approaches, with an emphasis on assessing biophysical change such as vegetation cover, soil health, biodiversity indicators, and carbon flux in land use and management systems.
Guidelines developed and disseminated on data standardization and reporting procedures for SAWAP project M&E teams	This indicator tracks whether or not the BRICKS project develops and disseminates procedures on data standardization and reporting procedures for 12 SAWAP project M&E teams. These procedures, in the form of guidelines and best practice notes for example, will allow each of the discrete country projects to report relevant data and results from their project M&E systems up to the regional level. This in turn will allow for benchmarking and portfolio level reporting on comparable indicators. A number of these shared indicators at country project level are IDA core indicators, GEF tracking tool indicators, and TerrAfrica program indicators. Such harmonization and alignment efforts are important for portfolio-wide learning.

Country projects providing timely M&E reports to regional level M&E system	This indicator measures the number of SAWAP country projects providing M&E data to the regional level for reporting in the BRICKS regional M&E system. This aggregated data will allow for portfolio-level progress and portfolio-wide learning as described for the indicator immediately above.
SAWAP portfolio monitoring and reporting system functional and providing information on SAWAP portfolio progress	This indicator tracks whether or not the SAWAP portfolio monitoring and reporting system at regional program level is compiling and delivering information on SAWAP portfolio progress.
Activities in agreed BRICKS joint work plan that have begun implementation	This indicator measures the percentage of activities in the annual joint work plan under implementation.
BRICKS monitoring and reporting system functional and providing information on BRICKS progress	This indicator tracks whether or not the BRICKS monitoring and reporting system is operational and delivering information on the implementation progress of the BRICKS project itself (as opposed to the SAWAP portfolio). This system is critical for good project level implementation and support.