



AD BBW 371  
UNITED STATES OF AMERICA



AGENCY FOR INTERNATIONAL DEVELOPMENT  
REGIONAL ECONOMIC DEVELOPMENT SERVICES OFFICE. WEST AND CENTRAL AFRICA

UNITED STATES ADDRESS  
ABIDJAN ( REDSO )  
DEPARTMENT OF STATE  
WASHINGTON, D. C. 20520

INTERNATIONAL ADDRESS  
REDSO/WCA  
C/O AMERICAN EMBASSY  
01 B P 1712 ABIDJAN 01  
IVORY COAST

September 27, 1989

Ms. Nancy L. Blanks  
Center for PVO/University Collaboration  
Bird Building  
Western Carolina University  
Cullowhee, N.C. 28723

Subject: Cooperative Agreement No. [REDACTED] A-00-9047-00

Dear Ms. Blanks:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A. I. D.") hereby enters into a Cooperative Agreement with the Center for PVO/University Collaboration in Development (hereinafter referred to as "The Center" or "Recipient") for the sum of \$2,000,000 of which \$700,000 is hereby obligated and made available for expenditure to provide support to undertake a pilot natural resource management activity in Burkina Faso, as fully described in Attachment 1 of this Agreement, entitled "Schedule," and Attachment 2, entitled "Program Description."

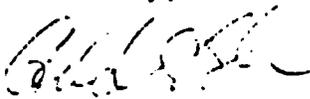
This Cooperative Agreement is effective and obligation is made as of the date of this letter, and shall apply to commitments made by the recipient in furtherance of project objectives during the period beginning September 30, 1989 and ending not later than September 30, 1992.

This Cooperative Agreement is made to the recipient on condition that the funds will be administered in accordance with the terms and conditions as set forth in this Cover Letter, Attachment 1 entitled "Schedule", Attachment 2 entitled "Program Description", and Attachment 3 entitled "Standard Provisions and Optional Standard Provisions for U.S., Non-governmental Grantees."

Please note that attached to this Cooperative Agreement, in the Standard Provisions, is the certification for Requirements of the Drug-Free Workplace Act of 1988 - Grants. These requirements and certifications must be included in grants/cooperative agreements signed after March 18, 1989. By signing the agreement you are providing the certification set out in therein.

Please sign the original and seven (7) copies of this letter to acknowledge your acceptance of the Cooperative Agreement, and return the original and six (6) copies to the A.I.D. Agreement Officer indicated below. Additionally, please complete and return two (2) copies of the attached, "Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs."

Sincerely,



Gerald C. Render  
Agreement Officer

Attachments:

1. Schedule
2. Program Description
3. Mandatory Standard Provisions, and  
Optional Standard Provisions for U.S., Non-governmental  
Grantees

ACKNOWLEDGED:

Center for PVO/University Collaboration      Western Carolina Univeristy  
in Development

By	:	_____	By	:	_____
Title	:	_____	Title	:	_____
Date	:	_____	Date:	:	_____

FISCAL DATA

Appropriation	:	72-1191014
Budget Plan Code	:	GSSA-89-21686-NG13
Allowance	:	914-50-686-00-69-91
PIO/T No.	:	686-0276-90012
Project No.	:	686-0276
Total Estimated Amount:	:	\$2,000,000
Total Obligated Amount:	:	\$ 700,000
DUNS Number:	:	06-630-0039
IRS Employer Identification Number:	:	56600-1440
Letter of Credit No.	:	72-00-1469
Paying Office	:	PFM/FM/CMP/LC
Technical Office	:	OAR/Burkina Faso

SCHEDULE

I. AUTHORITY, PURPOSE AND PROGRAM DESCRIPTION

This Cooperative Agreement is entered into pursuant to the Foreign Assistance Act of 1961, as amended, and the Federal Grant and Cooperative Agreement Act of 1977 (P.L. 95-224). The purpose of this Agreement is to provide support to undertake a pilot natural resource management (NRM) activity in Burkina Faso. This program is outlined in Attachment 2 of this Agreement (entitled "Program Description") and more fully described in the recipient's proposal which is hereby incorporated into and made a part of this Agreement.

II. FUNDS OBLIGATED, PAYMENT, AND ESTIMATED COSTS

A. The total estimated amount of this Agreement for the period shown in Article III below is \$2,000,000, as shown in the Financial Plan found in Article IV of this Schedule.

B. A.I.D. hereby obligates the amount of \$700,000 for program expenditures during the period shown in Article III below.

C. Payment shall be made to the recipient in accordance with procedures set forth in the Optional Standard Provisions of this Agreement, entitled "Payment - Letter of Credit", as shown in Attachment 4.

D. Additional funds up to the total amount of the Agreement shown in II.A. above may be obligated by A.I.D. subject to the availability of funds, and to the requirements of the Mandatory Standard Provisions of the Cooperative Agreement, entitled "Revision of Agreement Budget."

E. It is recognized that Western Carolina University, co-acknowledger of this Agreement, is the fiscal agent of the Center for PVO/University Collaboration in Development, the Recipient.

F. The recipient and the fiscal agent are responsible for ensuring that all funds advanced or reimbursed to sub-awardees or sub-recipients are accounted for and represent allowable, allocable and reasonable costs in accordance with the terms and conditions of this agreement. Any such funds that are either advanced or reimbursed to sub-awardees or sub-recipients under this agreement and do not meet the test for being allowable, allocable and reasonable are not eligible for financing under this agreement.

III. PERIOD OF AGREEMENT

A. The effective date of this Cooperative Agreement is 30 September 1989. The estimated completion date is 30 September 1992.

B. Funds obligated hereunder are available for program expenditures for the estimated period beginning 30 September, 1989 and ending 30 September 1990, as shown in the Agreement budget below.

IV. FINANCIAL PLAN

The following is the Agreement budget, including local cost financing items, if authorized. Revisions to this budget shall be made in accordance with Standard Provision of the Agreement, entitled "Revision of Agreement Budget."

Illustrative Budget  
(09/30/89)-(09/30/92)

Category	Year 1 09/30/89- 09/30/90	Year 2 10/01/90- 09/30/91	Year 3 10/01/91- 09/30/92	TOTAL
1. Pilot Project Grants	\$350,000	\$450,000	\$200,000	\$1,000,000
2. Technical Assistance/ Training	85,000	90,000	95,000	270,000
3. Documentation/Info. Dissemination	49,774	24,200	24,500	98,474
4. Project Support Burkina Faso	18,000	20,000	20,000	58,000
5. Project Support PVO/Univ. Ctr.	193,226	183,800	151,500	528,526
6. Monitoring/ Evaluation/Audit	<u>\$ 4,000</u>	<u>\$ 32,000</u>	<u>\$ 9,000</u>	<u>\$ 45,000</u>
Totals	\$700,000	\$800,000	\$500,000	\$2,000,000

V. REPORTS AND EVALUATION

A. Project Performance

1. The Center shall monitor the project performance under the Agreement and ensure that time schedules are being met, project implementation actions by time period are being accomplished and other performance goals are being achieved. To this end, The Center shall submit a performance report (technical report) on a quarterly basis within 45 days after close of period that presents the following information for each project activity.

a. A comparison of actual accomplishments with the implementation goals established for the period.

b. Reasons why established implementation goals were not met.

c. Other pertinent information related to project monitoring indicators and implementation progress.

2. Annual Reports as described in the Proposal.

3. Final Report: The Center shall submit a final report detailing the activities of the project. This report shall be formatted similar to and contain similar information as set forth in paragraph 1. above, and shall include a section on lessons learned and a comprehensive roster of NRM consultants.

## B. Financial Reporting

This paragraph describes uniform reporting procedures for recipients to: summarize expenditures made and A.I.D. funds unexpended, report the status of A.I.D. cash advanced, request advances and reimbursement when the letter of credit method is not used; and promulgates standard forms incident thereto.

### (1) Financial Status Report

(a) The recipient shall use the standardized Financial Status Report, SF 269, to report the status of funds for all nonconstruction programs.

(b) The report shall be on an accrual basis. If the recipient's accounting records are not normally kept on the accrual basis, the recipient shall not be required to convert its accounting system, but shall develop such accrual information through best estimates based on an analysis of the documentation on hand.

(c) The report shall be required quarterly only. A final report shall be required at the completion of the Cooperative Agreement.

### (2) Federal Cash Transactions Report

(a) The recipient shall submit a Federal Cash Transactions Report and its continuation form (SF 272 and 272A) for all funds advanced to the recipient through either a letter of credit or periodic Treasury check. A.I.D. will use this report to monitor cash advanced to the recipient and to obtain disbursement information for the Agreement from the recipient.

(b) The recipient shall forecast Federal cash requirements in the "Remarks" section of the report.

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(c) The recipient shall report in the "Remarks" section the amount of cash advances in excess of three days' requirements in the hands of subrecipients and the amount of cash advances in excess of 30 days' requirements in the hands of non-U.S. subrecipients. The recipient shall provide short narrative explanations of actions taken by the recipient to reduce the excess balances.

(d) Recipients shall submit not more than an original and one copy of the Federal Cash Transactions Report within 15 working days following the end of each quarter.

(3) Request for Advance or Reimbursement

(a) The Request for Advance or Reimbursement, SF 270, shall be a standardized form for all nonconstruction programs when letter of credit or periodic treasury check advance methods are not used.

(b) Recipients are authorized to submit requests for advances and reimbursement at least monthly when letters of credit and periodic Treasury check advances are not used. Recipients are not required to submit more than the original and two copies of the request for Advance or Reimbursement.

(4) The recipient shall submit copies of all documents sent to PFM/FM/CMP/LC, AID/Washington, 20523 to:

Controller  
OAR/Burkina Faso &  
Dept of State  
Washington, DC 20521-2440

Project Officer  
OAR/Burkina Faso  
Dept of State  
Washington, DC 20521-  
2440

VI. NEGOTIATED OVERHEAD RATES

Pursuant to Clause No. 13 entitled, "Negotiated Indirect Cost Rates - Provisional," of the Optional Standard Provisions of this Agreement, an indirect cost rate or rates shall be established for each of the recipient's accounting periods which apply to this Agreement. Pending establishment of revised provisional or final indirect cost rates for each of the recipient's accounting periods which apply to this Agreement, provisional payments on account of allowable indirect costs shall be made on the basis of the following negotiated provisional rate(s) applied to the base which is (are) set forth below:

<u>Type</u>	<u>Rate</u>	<u>Period</u>	<u>Base</u>
<u>Overhead</u>	<u>54.9%</u>	Award through Completion	Salaries

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VI. SUBSTANTIAL INVOLVEMENT UNDERSTANDING

Insofar as A.I.D. would like to maintain substantial involvement in the implementation of this project, the Office of the A.I.D. Representative, Burkina Faso (OAR/BF) has selected to undertake this activity using a cooperative agreement rather than a grant. The nature of this substantial involvement is provided below:

A. The Center will submit to OAR within thirty days of acceptance of the Cooperative Agreement, in form and substance acceptable to the OAR:

- (1) an agreement with the Government of Burkina Faso (GOBF) providing a legal basis for operations in Burkina Faso and setting forth the financial and other resources which the GOBF will commit to the project;
- (2) an overall project implementation plan setting forth operational procedures and criteria consistent with the program description above, and project approval criteria consistent with those in the unsolicited proposal;
- (3) evidence of agreement to the criteria by all project partners;
- (4) a work plan for the first year of project operations. The second- and third-year work plans, and any significant, substantive change in any yearly work plan, will also be submitted to USAID for approval.

B. The Center will submit to OAR for its approval sub-grants involving \$75,000 or more of A.I.D. funding for the sub-grant itself and for related technical assistance and in-country training. The submission should consist of the PVO's or NGO's proposal as approved by the project partners. While the submission need not contain the detailed work plan for the consultants and technical assistance work, it should contain an outline thereof indicating the level and cost of technical support required. OAR will advise the Center of its decision as rapidly as possible. If no formal OAR comment or decision is rendered within 30 days, the Center may proceed with the sub-grant in accordance with the "Sub-grant procedures" above.

C. A minimum of 50% of A.I.D. project funds, as budgeted, will be devoted to pilot sub-grants, exclusive of technical assistance, training, documentation, and other support functions. The Center will promptly advise OAR in the event the 50 percent level is not likely to be achieved in a given year, and seek approval for a revised funding schedule that will ensure the desired balance over the course of the project.

D. OAR will provide an observer to attend meetings of the Burkina Faso Advisory Council. This will allow OAR to be aware in timely fashion of all planned activities, including those under the \$75,000 threshold, and to apprise Council members of its views and concerns.

E. The Center will be responsible for ensuring that project activities are cleared pursuant to A.I.D. environmental regulations, 22 CFR Part 216, cited in AID Handbook 3, Appendix 2D. These regulations require an initial environmental examination and A.I.D. approval thereof on each activity unless a categorical exclusion has been obtained in advance for certain classes of activity.

F. An external evaluation and audit will be performed at the end of the second year by a contractor or contractors mutually acceptable to the Center and OAR/Burkina.

#### VIII. SPECIAL PROVISIONS

##### A. Title to and Use of Property

Standards provisions related to title to and use of property are included in Attachment 3, Optional Standard Provisions: "Title to and Use of Property (Grantee Title)" (November 1985).

##### B. Authorized Geographic Code For Procurement

The recipient shall procure goods and services financed by this Agreement in accordance with Attachment 4, Optional Standard Provisions: "Procurement of Goods and Services" (November 1985) and "A.I.D. Eligibility Rules for Goods and Services" (November 1985). All goods and services shall have their source origin and nationality only in "Special Free World Countries" (A.I.D. Geographic Code 935), except as specifically approved by the A.I.D. Agreement Officer or as A.I.D. may otherwise agree in writing.

##### C. Relationship and Responsibilities

The recipient will be responsible to the A.I.D. Representative Burkina Faso, or his/her designee.

#### IX. STANDARD PROVISIONS

##### A. Mandatory Standard Provisions

The Standard Provisions of this Agreement are those attached as Attachment 3 - Standard Provisions.

B. Optional Standard Provisions

The following Optional Standard Provisions in Attachment 3 are hereby deleted as being inapplicable to this Agreement:

- a) 2. Payment - Periodic Advance
- b) 3. Payment - Cost Reimbursement
- c) 12. Negotiated Indirect Cost Rates - Predetermined
- d) 16. Voluntary Population Planning
- e) 17. Protection of the Individual as a Research Subject
- f) 18. Care of Laboratory Animals
- g) 19. Government Furnished Excess Personal Property
- h) 21. Title to and Care of Property (U.S. Government Title)
- i) 22. Title to and Care of Property (Cooperating Country Title)

End of ATTACHMENT 1

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PROGRAM DESCRIPTION

This project addresses problems of overstress of the environment, leading to long-term ecosystem damage that puts the future of the country at risk. These problems include: an inadequate water supply for food crops; poor quality of soils; overgrazing; range fires; the need for enlightened reforestation, woodlot management and agro-forestry programs; insufficient technology transfer to empower village residents; and lack of financial and technical support for village-based activities to address these concerns. Moreover, in-country institutions lack a history of providing extension at the village level. As a consequence, local technical expertise is not being applied where most needed.

The project goal is to improve the capacity of local people and institutions in Burkina Faso to plan, manage and monitor natural resource activities in order to reverse the trend toward long-term ecosystem damage.

The goal of the three-year pilot phase is to:

- explore and document various village approaches to NRM so that, by the end of the project, lessons learned will point the way for future village efforts in this field;
- explore the ability of selected U.S. universities and resource institutions of Burkina Faso to supply technical and training assistance to the PVO/NGO-sponsored village-level projects; and
- demonstrate the ability of PVO/NGO partners to work collaboratively with these universities and others in planning, implementing, and evaluating village-level NRM activities.

The purposes of the pilot project are to

- establish village-level NRM projects in selected areas of Burkina Faso;
- explore various methods of village involvement;
- strengthen the ability of local institutions to meet the needs of development organizations that are conducting NRM projects;
- develop a system for providing appropriate technical consultations and training sessions by U.S. university consultants, in partnership with consultants from Burkina Faso, to selected U.S. PVOs and local NGOs that are conducting NRM activities in Burkina Faso;

- document the lessons learned;
- establish a roster of NRM consultants; and
- establish criteria for success and the context in which sub-projects are executed.

Implementation of this project will thus involve the cooperation of local villages; locally-based PVOs (U.S. and Burkinabe); Burkinabe government agencies, the University of Ouagadougou and technical schools; and U.S. universities and PVOs associated with the Center. The interaction of these project partners is described below in the context of the responsibilities of key participants in the project process, and of the sub-grant procedures they are to follow:

The Center will coordinate the effort from its headquarters at Western Carolina University in Cullowhee, NC, in conjunction with a Project Liaison Officer in Ouagadougou to be staffed and largely financed by the GOBF. The Center will hold ultimate implementation responsibility for the project, providing for: compliance with A.I.D. regulations and with stipulations cited in Attachment 1, Section VI, entitled "Substantive A.I.D. Involvement"; final approval among project partners of all sub-grants per the procedures below; fiscal management of all A.I.D. project funds transferred to its account; communications between and among the various participants; problem solving; reporting to funders; monitoring and evaluation; information and documentation; orientation to consultants; organizing and attending U.S. Advisory Council meetings; oversight of the delivery of training and technical assistance; and development of mechanisms for replicating this project in other areas of Burkina Faso and other Sahelian countries.

The Project Liaison Officer in Burkina Faso will keep the Center apprised of all project activities in the country; serve as a communications liaison point between the Burkinabe and U.S. entities involved; maintain contact with all project participants, the Office of the A.I.D. Representative (OAR), GOBF agencies concerned, and others as deemed necessary; staff and organize Burkina Advisory Council meetings and report on them to the Center; coordinate the schedules and logistic support of visiting Center and U.S. technical personnel in accordance with the section on "Sub-grant procedures" below; closely monitor training and technical assistance visits; collect evaluation reports of these activities; prepare reports on the project; keep records and take pictures of project development; and fulfill other duties as required.

The participating PVO or NGO in Burkina Faso, using their regular operational methods and organizational relationships, will act as designers, catalysts, supporters, and implementers of in-country NRM projects. See also "Sub-grant procedures" below.

The Burkina Faso Advisory Council will be comprised of concerned GOBF agencies, the University of Ouagadougou, and participating U.S. PVOs in Burkina Faso. The U.S. Advisory Council is composed of participating U.S. universities and the headquarters of the PVOs in Burkina Faso. The two councils will approve sub-grants in accordance with the "Sub-grant procedures" below; receive copies of all progress and monitoring reports; co-supervise internal evaluations; and consider and approve any adjustments to the project based on the evaluations.

The participating U.S. universities and Burkinabe institutions will supply technical personnel and provide other support as agreed (a) in basic memoranda of understanding, and (b) in sub-grant work plans to be coordinated with the sub-grantee, the Center and the Project Liaison Officer.

Sub-grant procedures: Sub-grants will be initiated by U.S. PVOs and/or local NGOs. With village participation, they will design and submit sub-grant proposals to the Burkina Faso Advisory Council for consideration under project guidelines. Each proposal will need to follow a format covering such items as need, goal, objectives, budget showing cash or in-kind contributions of villagers and PVO/NGO as well as needed external resources, descriptions and cost estimates of technical and training assistance required from within Burkina Faso and from U.S. universities, relation to and coordination with other activities (e.g., the World Bank Village Land Management project), and a draft work plan for up to three years.

A sub-grant will require approval by (1) the Burkina Advisory Council, (2) the U.S. Advisory Council, (3) the Center, which bears final responsibility to A.I.D. for the project, and (4) the OAR, in accordance with the guidelines in Attachment 1, Section VI.

A pre-condition for sub-grant implementation will be agreement between the PVO/NGO, the Center, and the Project Liaison Officer on a work plan that includes a schedule and a logistic support plan for local and U.S. consultant visits. This will form the basis for coordinated implementation among the three parties. Ideally, the work plan should be a part of the proposal but it may be prepared after the sub-grant proposal is reviewed and approved. In this case the proposal must contain an outline of the technical and consultancy services to be provided including a summary of the type and cost of the technical support services. The role of the Project Liaison Officer will be crucial in this regard. He/she will coordinate the schedules of visiting Center and U.S. technical personnel with local technicians and other contacts; ensure necessary logistical support for the visitors from the resources either of his/her own office, local PVOs, or other sources, as specified in the plan; and ensure that, prior to Center authorization of a given consultation trip from the U.S. to Burkina Faso, the local clearance procedures called for in the plan have been followed.

see AFR/SWA

# UNCLASSIFIED Department of State

## INCOMING TELEGRAM

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ACTION AID-00

ACTION OFFICE AFPD-04  
INFO AFFW-04 AFDP-06 AFTR-05 AAF-03 BIFA-01 SAST-01 GC-01  
GCAF-01 FVA-01 PVC-02 STAG-02 RELO-01 DO-01 /033 A4 KL24

INFO LOG-00 AF-00 CIAE-00 EB-00 DOOE-00 AMAD-01 /001 W  
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FM AMEMBASSY OUGADOUGOU  
TO SECSTATE WASHDC 0592

UNCLAS OUGADOUGOU 03191

AIDAC

E.O. 12356: N/A  
SUBJECT: AID/W REVIEW OF UNSOLICITED PROPOSAL FROM  
-- THE CENTER FOR PVO/UNIVERSITY COLLABORATION  
-- IN DEVELOPMENT

REF: STATE 187131

1. USAID/BURKINA WAS INITIALLY MADE AWARE OF SUBJECT PROPOSAL IN LATE 1988 DURING A VISIT BY THE UNIVERSITY/PVO CENTER'S DIRECTOR OF INTERNATIONAL PROGRAMS, NANCY BLANKS, WHO BRIEFED THE MISSION ON THE BROAD OUTLINES OF THE PROPOSAL. IN JANUARY 1989, THE MISSION DIRECTOR WAS GIVEN A MORE DETAILED OUTLINE OF THE PROPOSAL BY AFR/SWA DURING HIS TDY IN AID/W. IN LATE MAY, A COPY OF THE COMPLETE PROPOSAL WAS SENT TO THE MISSION BY AFR/PD/SWAP.

2. MISSION REVIEW OF THE PROPOSAL HAS SHOWN THE PROJECT TO BE OF SAHEL-WIDE REGIONAL INTEREST. PILOT ACTIVITIES, IF SUCCESSFUL, COULD BE REPLICATED IN ALL SAHELIAN COUNTRIES UNDER BILATERAL RENEWABLE RESOURCE MANAGEMENT PROGRAMS. IN FACT, THIS IS ONE OF THE OBJECTIVES OF THE PROJECT AS EVIDENCED BY SECTION V.G ON PAGES 10 AND 11 OF THE PROPOSAL AS WELL AS SECTION IX ON PAGE 27. SEE ALSO THE LINE-ITEM BUDGETS FOR NETWORKING WITH OTHER SAHELIAN COUNTRIES. AS SUCH, MISSION BELIEVES ANY PILOT PROGRAMS UNDER THIS PROPOSAL SHOULD BE UNDERTAKEN AS A REGIONALLY FUNDED ACTIVITY RATHER THAN BILATERALLY.

3. USAID/BURKINA'S OYB IS FULLY PROGRAMMED THROUGH 1994 AND THE MISSION, AT ANY RATE, WOULD BE UNABLE TO FUND EVEN A PART OF THE PROPOSED ACTIVITY.

4. SPECIFIC COMMENTS ON THE PROPOSAL ARE AS FOLLOWS:

(A) MISSION AGREES WITH REVIEW COMMITTEE THAT A THREE YEAR PILOT PROJECT IS PREFERABLE OVER A TWO-YEAR PROJECT.

(B) RE PARA 4, REFTEL, MISSION BELIEVES THAT REVIEW COMMITTEE COMMENTS ARE INCONSISTENT WITH THE DEFINITION OF A PILOT PROJECT AS PROPOSED BY THE COMMITTEE. CONCERNS POSED IN PARA 4 ARE THOSE WHICH A PILOT PROJECT IS DESIGNED TO ANSWER. IF ANSWERS WERE PRESENTLY AVAILABLE THERE WOULD BE NO NEED FOR A PILOT PROJECT. IN FACT, THE PROPOSAL FOR THE OUT-YEARS IS AN UMBRELLA ACTIVITY TO FUND A VARIETY OF RENEWABLE RESOURCE MANAGEMENT ACTIVITIES TO BE PROPOSED IN THE FUTURE BY U.S. AND LOCAL PVO'S (SEE ROLE OF ADVISORY COUNCILS ON PAGES 12 AND 13 OF THE PROPOSAL).

(C) RE PARA 5, REFTEL, THE REVIEW COMMITTEE SHOULD NOTE THAT A REPRESENTATIVE OF THE WORLD BANK'S VILLAGE

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LAND MANAGEMENT PROJECT IS ALREADY INCLUDED ON THE BURKINA ADVISORY COUNCIL. (SEE SECTION IV.C BEGINNING ON PAGE 5 OF THE PROPOSAL AND ESPECIALLY THE FINAL PARAGRAPH ON PAGE 7).

(D) MISSION NOTES (PAGE 10 OF THE PROPOSAL) THAT IMPROVED CROP PRODUCTION, STORAGE TECHNIQUES AND INTEGRATED PEST MANAGEMENT ARE AMONG THE PROPOSED ACTIVITIES TO BE INCLUDED UNDER THE VLRRMP. MISSION SUGGESTS THAT THESE ACTIVITIES ARE RELATED TO GENERAL AGRICULTURAL PRODUCTION AND SHOULD BE DROPPED IN FAVOR OF CONCENTRATION ON THOSE ACTIVITIES RELATED PURELY TO RENEWABLE RESOURCE MANAGEMENT. OTHERWISE, THE PROJECT RISKS BEING OVER-EXTENDED AND HAVING A DISPERSED FOCUS.

(E) MISSION SHARES REVIEW COMMITTEE CONCERNS EXPRESSED PARA 3.C, REFTEL, REGARDING THE DISPROPORTIONATELY SMALL BUDGET SHARE ALLOCATED TO FIELD ACTIVITIES. THIS IS ACCOUNTED FOR LESS BY THE AMOUNT OF FUNDS ACTUALLY NEEDED BY AFRICARE AND SCF TO UNDERTAKE PLANNED PILOT ACTIVITIES THAN BY THE INORDINATE AMOUNT OF FUNDS ALLOCATED TO UNIVERSITY BACKSTOPPING AND CONSULTANCIES. FOR EXAMPLE, ALMOST FIVE FULL PERSON-YEARS ARE BUDGETED ANNUALLY FOR BACKSTOPPING, INCLUDING ADMINISTRATION AND DIRECTION AND THE DOCUMENTATION AND MONITORING OFFICER. THIS IS ON TOP OF THE PROJECTED FULL-TIME UNIVERSITY/PVO STAFF ON-SITE IN BURKINA TO MONITOR THE PROJECT ACTIVITIES BEING UNDERTAKEN BY AFRICARE AND SCF. OVER 300,000 DOLLARS IS BUDGETED OVER THE FIRST TWO YEARS FOR VISITING CONSULTANTS. TWENTY TRIPS ARE PROJECTED ANNUALLY TOTALLING 858 CONSULTANCY DAYS OVER A PERIOD COVERING ONLY 730 CALENDAR DAYS. THERE WOULD BE A SURFEIT OF CONSULTANTS FALLING OVER EACH OTHER AND PROBABLY TAKING UP MORE OF THE AFRICARE AND SCF STAFF TIME THAN THEY COULD AFFORD TO APPLY TO THESE

ADDITIONAL ACTIVITIES IN THEIR PORTFOLIOS.

- ON THE OTHER HAND, THE BUDGET ALLOCATED TO THE LIAISON OFFICE IN BURKINA APPEARS TO BE UNDERFUNDED. 26,000 DOLLARS ANNUALLY WOULD BE INSUFFICIENT TO PAY FOR OFFICE RENT, HOUSING, UTILITIES, VEHICLE AND OPERATIONAL SUPPORT. MOREOVER, THERE DOES NOT APPEAR TO BE ANY FUNDS BUDGETED FOR THE SALARY OF THE FULL-TIME LIAISON OFFICER STATIONED IN BURKINA. PERHAPS PART OF THIS IS TO BE COVERED BY THE \$0,000 DOLLARS TO BE CONTRIBUTED BY THE BURKINA GOVERNMENT THROUGH FEER BUT THAT IS UNCLEAR MKAS. BOTH AFRICARE/BURKINA AND SCF/BURKINA ARE PREPARED TO BEGIN ACTIVITIES ONCE FUNDING IS ASSURED. USAID/BURKINA ENCOURAGES AFR TO FULLY FUND THIS UNSOLICITED PROPOSAL AS A SAHEL REGIONAL PILOT PROJECT WITH INCREASED EMPHASIS ON INTER-COUNTRY NETWORKING UNDER THE AUSPICES OF THE NRM PROGRAM. MISSION IS WILLING TO UNDERTAKE NEGOTIATION RESPONSIBILITIES WITH THE UNIVERSITY/PVO CENTER IF SO DESIRED. ADVISE. SHINN

*my case*

*Shinn*

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UNCLASSIFIED  
Department of State

INCOMING  
TELEGRAM

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ACTION AID-00

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ACTION OFFICE AFFW-04  
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INFO AMEMBASSY ABIDJAN IMMEDIATE

UNCLAS OUAGADDOUGOU 03449

AIDAC

AID/W FOR AFR/SWA;  
ABIDJAN FOR REDSO/WCA PASS TO MIKE ZAK, TDY FROM  
OUAGADOUGOU

E.O. 12356: N/A  
SUBJECT: NRM INITIATIVE IN BURKINA

REF: STATE 210970

1. AFR/SWA IS REQUESTED TO CONTACT UNIVERSITY/PVO CONSORTIUM AND ADVISE THEM TO HAVE FULLY EMPOWERED NEGOTIATORS EMBARK IMMEDIATELY FOR OUAGADOUGOU.
2. RE PARA 2 (B), REFTEL, AFR/SWA SHOULD PREPARE CN. AT THIS POINT AFRICA BUREAU KNOWS MORE ABOUT THIS UNSOLICITED PROPOSAL THAN USAID/BURKINA.
3. RE PARA 2 (A), REFTEL, OBLIGATION DEADLINE SHOULD BE SEPTEMBER 30 IN LIEU OF AUGUST 30 TO AVOID "IF YOU WANT IT BAD - YOU GET IT BAD" FUTURE PROBLEMS.
4. RE PARA 2 (B), REFTEL, 121 (D) DETERMINATION WILL BE EXPEDITED BASED ON LIMITED INFORMATION PRESENTLY AVAILABLE TO THE MISSION.
5. USAID/BURKINA ACKNOWLEDGES PARA 4 REFTEL STATEMENT THAT THIS COURSE OF ACTION IS NOT IN LINE WITH MISSION JUDGEMENT VIS-A-VIS THE BILATERAL PROGRAM IN BURKINA. ESPECIALLY TROUBLESOME IS THE DICTUM TO ADJUST FY 90 AND 91 OYB'S TO COVER UNIVERSITY/PVO COSTS IN SECOND AND THIRD YEARS OF THE PROJECT. TO DO SO CAN ONLY BE AT THE EXPENSE OF THE MISSION'S HIGHER PRIORITY FAMILY HEALTH AND HEALTH FINANCING PROJECT BEING PROGRAMMED TO BEGIN IN FY 90.  
- IS MISSION TO ASSUME THAT THE AFRICA BUREAU IS ASSIGNING A HIGHER PRIORITY TO THE UNSOLICITED UNIVERSITY/PVO ACTIVITY THAN TO THE FAMILY HEALTH PROJECT WHICH BUILDS UPON THE VERY SUCCESSFUL EFFORTS AND MOMENTUM THE MISSION AND GOB HAVE ACHIEVED THUS FAR IN THE FAMILY PLANNING, CHILD SURVIVAL, AIDS AND HEALTH PLANNING/MANAGEMENT SUB-SECTORS. IF NOT, AFRICA BUREAU SHOULD BE PREPARED TO INCREASE BURKINA'S OYB IN FY'S 90 AND 91 TO COVER COSTS ASSOCIATED WITH THE UNSOLICITED UNIVERSITY/PVO PROPOSAL. PARA 1 (B) OF REFTEL STATES AFRICA BUREAU JUDGEMENT VIS-A-VIS PRESENT CONSIDERATION OF EXPANSION OF ACTIVITIES IN THE AGRICULTURAL SECTOR. WHILE THE MISSION DISAGREES WITH THIS JUDGEMENT IT DOES NOT PLAN TO DEBATE OR CONTEST IT FURTHER. HOWEVER, THE MISSION STRONGLY OBJECTS TO THE FALLOUT WHICH THAT JUDGEMENT AND RESULTANT DECISIONS PORTEND FOR THE MISSION'S HEALTH SECTOR PROGRAM. THE MISSION CAN CUT OUT PD&S FUNDS

AS WELL AS THE HUMAN RESOURCE DEVELOPMENT ASSISTANCE PROJECT IN ORDER TO ACCOMMODATE THE UNSOLICITED PROPOSAL. BUT TO SCALE BACK CRITICAL ACTIVITIES UNDER THE FAMILY HEALTH PROJECT FOR THAT PURPOSE IS NOT SOUND DEVELOPMENT STRATEGY.

6. FOR REDSO/ZAK: PER PARA 2 (D), REFTEL, REQUEST YOU DISCUSS TIMING AND ASSISTANCE REQUIREMENTS WITH REDSO IN ORDER TO ACHIEVE FY 89 OBLIGATION. IMMEDIATE QUESTION WHICH COMES TO MIND IS THE MODE OF OBLIGATION. AS THIS IS A UNIVERSITY RPT UNIVERSITY/PVO CONSORTIUM IS AN OPG APPROPRIATE? CHECK THE QUESTION OUT WITH RLA. SHINN

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RELO-01 AHAD-01 /040 AB

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DRAFTED BY: AID/AFR/FD/SWAP:BBURNETT/NEBROWN:EL:5602M  
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TO AMEMBASSY OUAGADOLGOU

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AIDAC

E.O. 12356: N/A

SUBJECT: AID/W REVIEW OF UNSOLICITED PROPOSAL FROM THE  
CENTER FOR PVO/UNIVERSITY COLLABORATION IN DEVELOPMENT

1. AFR/PD CONVENED A PROJECT COMMITTEE (PC) TO REVIEW THE SUBJECT PROPOSAL ENTITLED VILLAGE-LEVEL RENEWABLE RESOURCES MANAGEMENT PROJECT FOR BURKINA FASO. THE COMMITTEE CONSISTED OF REPRESENTATIVES FROM AFR/SWA, AFR/DP, AFR/TR/ANR, S AND T/AGR, AND BIFAD. THE COMMITTEE WAS GENERALLY IMPRESSED WITH THE OVERALL QUALITY OF THE CENTER'S PROPOSAL. THE COMMITTEE RECOMMENDS, SUBJECT TO MISSION CONCURRENCE AND AVAILABILITY OF FUNDS, AT LEAST A TWO-YEAR OR, PERHAPS, EVEN A THREE-YEAR INVESTMENT IN THE PROPOSED ACTIVITY. IF THE LATTER, CAN MISSION ACCOMMODATE WITHIN ITS OYB? THIS CABLE WILL NOT SUMMARIZE PROPOSAL SINCE WE UNDERSTAND MISSION IS AWARE OF SAME. RECORDED BELOW ARE THE MAJOR CONCLUSIONS OF THE AID/W REVIEW.

2. IMPLEMENTATION PERIOD FOR PILOT PHASE. THE COMMITTEE IS IN BASIC AGREEMENT WITH THE PROJECT'S PILOT PHASE; I.E., TO DEMONSTRATE THE ABILITY OF PVO/NGO

PARTNERS TO WORK COLLABORATIVELY WITH UNIVERSITIES AND RURAL-BASED COMMUNITIES IN PLANNING, IMPLEMENTING AND EVALUATING VILLAGE-LEVEL RENEWABLE RESOURCE ACTIVITIES. THE PROPOSAL SUGGESTS A TWO-YEAR PILOT ACTIVITY WHICH, IF SUCCESSFUL, WOULD BE FOLLOWED BY A FURTHER EIGHT-YEAR, EXPANDED LEVEL OF EFFORT. THE COMMITTEE QUESTIONS WHETHER TWO YEARS IS SUFFICIENT TO PROPERLY TEST THE CONCEPT. AFR/TR BELIEVE THAT A MINIMUM OF TWO OR THREE GROWING SEASONS IS NECESSARY TO PROPERLY TEST THE TECHNOLOGIES FOR MAN-GING RENEWABLE RESOURCES. IF PVO SUB-PROJECT ACTIVITIES ARE DESIGNED AND READY TO GO (OR ALREADY UNDERWAY), TWO YEARS MAY BE SUFFICIENT. IF NOT, THE COMMITTEE RECOMMENDS A THREE-YEAR PILOT PHASE.

3. PROJECT FUNDING. A. PILOT PHASE: ASSUMING THE MISSION AND THE CENTER FOR PVO/UNIVERSITY COLLABORATION IN DEVELOPMENT REACH AGREEMENT ON THE PROPOSED PROJECT, THE AFRICA BUREAU IS PREPARED TO PROVIDE FUNDING FOR THE FIRST YEAR'S BUDGET; I.E. DOLS 700,000. AN ADDITIONAL DOLS 300,000 COULD POSSIBLY BE MADE AVAILABLE FROM SAHEL REGIONAL DEOBLIGATIONS. ASSUMING NO CHANGE IN THE PROPOSED BUDGET, THE MISSION WOULD NEED TO PROVIDE AN

ADDITIONAL DOLS 450,000 IN YEAR TWO AND FULLY FUND YEAR THREE, IF A THIRD YEAR IS DEEMED NECESSARY. ALTERNATIVELY, THE MISSION MAY WANT TO SCALE THE PILOT PHASE DOWN AND/OR SEEK FINANCIAL CONTRIBUTIONS FROM THE OTHER PROJECT PARTICIPANTS.

B. BEYOND THE PILOT PHASE. THE SEVEN OR EIGHT YEAR LEVEL OF EFFORT IN THE POST PILOT PHASE RAISES A MORE DIFFICULT FUNDING QUESTION. ASSUMING A SUCCESSFUL PILOT PHASE, THE MISSION WILL NEED TO CONSIDER THE DEGREE TO WHICH IT COULD FINANCE SUCH A PROGRAM FROM ITS OWN RESOURCES IN THE POST PILOT PHASE. HOWEVER, THE PROPOSAL SUGGESTS THAT THIS SECOND PHASE WOULD LIKELY BE GREATLY EXPANDED AND, THEREFORE, MORE EXPENSIVE ON AN ANNUAL BASIS.

C. BUDGET SPLIT BETWEEN PROJECT GRANTS AND ADMINISTRATIVE/TECHNICAL SUPPORT. THE ILLUSTRATIVE BUDGET FOR THE TWO-YEAR PILOT PHASE WOULD ALLOCATE AROUND 40 PERCENT FOR PILOT PROJECT GRANTS AND THE BALANCE FOR ADMINISTRATIVE AND TECHNICAL SUPPORT. THE COMMITTEE REQUESTS THAT MISSION SEEK TO NEGOTIATE A BUDGET WHERE AT LEAST 60 PERCENT OF THE PROJECT'S RESOURCES ARE DEVOTED TO PILOT PROJECT GRANTS.

4. NATURE OF PVO RENEWABLE RESOURCE MANAGEMENT INTERVENTIONS, PAST AND FUTURE. THE COMMITTEE FELT THAT

THE PROPOSAL WAS LACKING IN TWO KEY RESPECTS: (1) THERE WAS NO INFORMATION ON ACHIEVEMENTS OF SIMILAR PVO INTERVENTIONS IN THE SAHEL; AND (2) THERE WERE NO QUANTIFIABLE OBJECTIVES INDICATED FOR FUTURE PVO ACTIVITIES. THE COMMITTEE BELIEVES THIS INFORMATION SHOULD BE INCLUDED IN THE FINAL PROPOSAL TO ASSURE ALL PARTIES CONCERNED THAT VIABLE, SUSTAINABLE ACTIVITIES OF THIS NATURE ARE ACHIEVABLE AND THE EXPECTED RESULTS WARRANT THE INVESTMENT.

5. WORLD BANK'S VILLAGE LAND MANAGEMENT PROJECT RELATIONSHIP. WHILE THE COMMITTEE RECOGNIZES THAT THE PARTICIPATING PVOs AND UNIVERSITIES ARE OPERATING ELSEWHERE IN THE SAHEL AND WILL BRING MUCH RELEVANT INFORMATION TO BEAR ON THE PROJECT, OTHER LINKAGES ARE LESS CLEARLY DEFINED. IN PARTICULAR, THE PROJECT'S CONNECTION TO THE VILLAGE LAND MANAGEMENT PROJECT IS NOT WELL DEFINED. PERHAPS THE PROPOSED ADVISORY COUNCIL IN BURKINA FASO COULD INCLUDE A REPRESENTATIVE OF THE WORLD BANK'S PROJECT TO ENSURE THE APPROPRIATE LEVEL OF COMPLEMENTARITY BETWEEN THESE TWO ACTIVITIES WITH SIMILAR OBJECTIVES.

6. MONITORING AND EVALUATION. IF THE PILOT PHASE IS TO SERVE ITS INTENDED PURPOSE, CAREFUL ATTENTION MUST BE GIVEN TO ESTABLISHING BASELINE DATA AND CAREFULLY MONITORING AND MEASURING THE IMPACT OF SUB-PROJECT ACTIVITIES ON THE TARGETED PARTICIPANTS AND THEIR ENVIRONMENT. WHILE THE PROPOSAL ADDRESSES THIS CONCERN, GENERALLY, THE MISSION WILL NEED TO FOCUS ON THIS SUBJECT TO ENSURE PROCEDURES AND RESOURCES ARE ADEQUATE FOR THIS CRITICALLY IMPORTANT TASK. RECOMMENDED ALSO IS THE NEED FOR AN OBJECTIVE EXTERNAL EVALUATION AT THE END OF THE PILOT PERIOD.

7. NEXT STEPS. SINCE THIS PROPOSAL IS FOCUSED ON BURKINA FASO, THE COMMITTEE BELIEVES THE MISSION SHOULD NEGOTIATE DIRECTLY WITH THE CENTER SHOULD IT DECIDE TO PURSUE THIS MATTER FURTHER. THE BUREAU FUNDING DISCUSSED IN PARAGRAPH 3A. ABOVE IS AVAILABLE IN FY-1989, BUT CANNOT BE ASSURED THEREAFTER. PLEASE LET US KNOW MISSION'S POSITION ON THIS PROPOSAL AS SOON AS

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POSSIBLE, IN PARTICULAR, THE PROSPECTS AND TIMING FOR AN  
FY-89 OBLIGATION. ALSO, IF MISSION ELECTS TO PROCEED WITH  
THIS PROPOSAL, PLEASE INDICATE HOW FUNDING FOR YEAR 2 AND  
YEAR 3 (IF A THIRD YEAR DEEMED NECESSARY) WOULD BE ACCOM-  
MODATED IN MISSION'S OYB FOR THOSE YEARS. BAKER

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# CENTER FOR PVO/UNIVERSITY COLLABORATION IN DEVELOPMENT

Bird Building  
Western Carolina University  
Cullowhee, N.C. 28723  
(704) 227-7492  
Telex 493-2268

May 16, 1989

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Mr John Lewis, Acting Director  
Sahel Regional/OMVS Desk  
AFR/SWA/SRO 3491 NS  
Agency for International Development  
Washington, D.C. 20523

Dear John:

It was good to talk to you about the unsolicited proposal we submitted to your office. I am happy to respond to some of the concerns raised at the review of our Village-Level Renewable Resource Management in Burkina Faso.

Question 1. Why and how were these sites chosen?

As explained in the proposal, we requested that the Burkina Faso Advisory Council identify two pilot areas in Burkina Faso. The criteria that were used were directed towards assuring geographical and ethnic diversity and to dealing with ongoing efforts as well as new projects not yet implemented.

The criteria were:

1. One site should be close to Ouagadougou and the other at a considerable distance from Ouagadougou and in another ecological zone;
2. One site should have a single ethnic background while the other should have a multi-ethnic population;
3. One site should have a U.S. PVO already implementing project activity, while the other should involve a new project.

These criteria for the two pilot areas were adopted to truly test the projects ability to deliver technical assistance in a timely and appropriate manner in differing situations. The Burkina Advisory Council made the selections based on their direct knowledge of the varying components of the desired sites. As you know the areas chosen were Department of Sapone, south of and

Mr. John Lewis  
May 16, 1989  
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close to Ouagadougou, where Save the Children is presently functioning; and the Province of Bam, far north of Ouagadougou where Africare has agreed to begin the development of this project as a new program area (for them). Each area is very different environmentally with Sapone being in the savannah and Bam in the arid area of the country. In both areas the US PVOs will be working with counterpart local organizations.

Question 2. Would the technicians be available to other groups?

It was envisioned that the initial efforts will be confined to the sites and organizations identified above. As soon as the delivery system is in place and functioning, the technicians will be available to other groups as time and money permit. Because the technical experts will, for the most part, be working in the rural areas, the per diem should be quite low and the project should be able to support this type of activity.

As the project grows out of the pilot stage, new areas and PVOs/NGOs will be added. Technicians will then be scheduled to "circuit ride" from one site to another as required and requested.

Looking into the future it is envisaged that project technicians could also stop in nearby countries as similar efforts are begun by the network of member organizations of the Center for PVO/University Collaboration in Development already active in these countries.

Question 3. What are the linkages to the World Bank Village Land Management Project in Burkina?

The Village Land Management Project of the World Bank is in a pilot phase. The project and associated activities are coordinated through the Rural Development Fund of Burkina Faso. FAO is presently working with the Government of Burkina Faso to develop a national land management policy. There are twenty different activities under the Village Land Management Plan. Two of those activities are village land development through technology transfer and the promotion of PVO/NGO village based activities. The Village-Level Renewable Resource Management Program is considered to be a pilot activity in these two areas. It is expected that as the VLRRMP pilot activities are developed and implemented donors from France, Germany, Norway and the World Bank itself will include some funding for these activities. The AID input into the VLRRMP is looked upon by some as the US contribution to the overall land management effort. To insure good coordination, the World Bank will be represented on the U.S. Advisory Council by Dr. Jeffrey Lewis.

Question 4. What are the possibilities of the project becoming active in the "New Lands"?

Following the pilot phase of the project there is no reason why the New Lands cannot be included in the project with leadership

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being provided by either a PVO presently active in Burkina or by introducing a different PVO to the project. VITA, a center member, has expressed interest in taking an active role in the implementation of the project as it begins to grow and could be a possible implementer for the New Lands.

Question 5. How will these additional AID funds complement other AID funded efforts of Save the Children and Africare in Burkina Faso?

A. Africare  
See attached letter.

B. Save the Children  
In 1986 Save the Children/Burkina Faso received a five year \$7.5 million grant from USAID called the Partnership Grant, or PG. The purpose of this grant is to increase the economic self-reliance of selected, low-income rural and urban communities by focusing on food production, small-scale enterprise, infrastructure, and training. Burkina Faso was targeted as one of seven "primary countries" for the grant, and PG funds have been used in both Dori and Sapone to improve the quality of programming and management capacities of staff.

The start of the Sapone impact area program coincided with the beginning of PG funding and most activities to date have centered on the food production sector. As this was a new impact area, a significant portion of PG monies has been used to conduct important site studies for dams and wells and training activities in vegetable production, anti-erosion berming, and well construction. With this groundwork laid, the field office and communities are now poised to significantly increase actual project implementation.

It is in this phase of the program that the additional funding from the Renewable Resource Management Project will play a critical role and directly "piggyback" on PG funding.

Activities under the VLRRMP will focus mainly on small dam and well construction, with secondary projects in small garden irrigation, fish culture, and soil conservation/anti erosion berms. Thus, the additional funding will build directly on the foundation laid in the food production sector under the PG and allow increased project implementation and greater impact.

The easy availability of technical backstopping will provide the beneficiaries with a broader range of possible applications for greater gains for the people.

Question 6. Discuss the relationship of this project with the World Bank, Norad, and other funders.

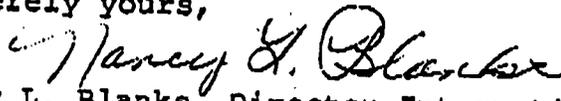
From the onset of this program it was an accepted fact encouraged by World Bank representatives, that funding would be available from multi lateral sources across the world through the promotion of the project by the Bank. The most commonly discussed funder

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was NORAD the Norwegian Development Agency. As late as December in a meeting in Ouagadougou an official of NORAD expressed willingness to fund the in-country activities of the project. Suddenly and with no explanation, these funds were withdrawn, (see enclosed letter). I suspect a policy decision was made not to support the efforts of PVOs/NGOs not directly affiliated with Norway.

I hope this answers the questions posed by the Review Panel. If you need further information please do not hesitate to ask. I will be in Washington the end of the month and am most willing to come in to meet with anyone concerning the project.

Sincerely yours,



Nancy L. Blanks, Director International Programs.

cc: Chancellor Myron Coulter, WCU  
Dr. James Dooley, Vice Chancellor, WCU  
Mr. F. Merton Cregger, Executive Director CIML  
Mr. Herb Miller, Mission Director, USAID, Burkina Faso  
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USAID Director to  
Ethiopia and India (Ret.)



# Africare

Africare House • 440 R Street, N.W. • Washington, D.C. 20001  
Tel: 462-3614 (202) Fax: 387-1034 • Telex 842139

May 11, 1989

Ms. Nancy L. Blanks  
Projects Director  
Center for PVO/University  
Collaboration in Development  
Bird Building  
Western Carolina University  
Cullowhee, NC 28723

Dear Ms. Blanks:

Africare has worked in Burkina Faso since 1974 implementing a variety of rural development projects with project emphasis on water management, including earthen dam construction, and village well construction and reparation; agricultural production, including irrigated agriculture; reforestation; and village-level training. We are currently implementing two USAID-funded projects in Burkina: a \$1 million rural water development project throughout Burkina and a \$1 million reforestation project in the southwest region of Burkina.

As a participating PVO in the Center for PVO/University Collaboration in Development's Renewable Resource Development Project, Africare will explore several project components including reforestation, water management, fish culture, education and improved agriculture techniques. The project will be implemented in the Bam Region which is adjacent to the area where Africare implemented its largest project to date in any country -- the \$6.4 million Seguenga Rural Development Project. Thus, we have a familiarity with the area and feel confident about the success of project activities here.

This project will be complimentary to and, in fact, a corollary to, our above-mentioned rural water development project and our reforestation project. For three years now, we have been active at the village level with activities surrounding dam construction, including not only the construction itself, but also training of villagers in water management, and improved vegetable gardening and rice production techniques; reforestation; and the general exploitation of dams which provide a year-round supply of water. We have purchased equipment necessary for dam construction, and gained the experience and developed the

## Best Available Document

"Improving the quality of life in rural Africa through the development of water resources, increased food production and the delivery of health services"

Executive Director  
C. PAYNE LUCAS

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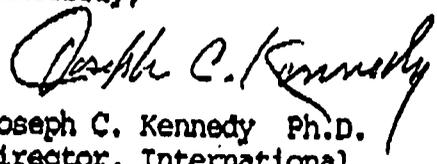
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techniques to make this proposed venture in Bam highly successful. Since 1978, we have been involved in reforestation activities in Seguenega as well as the southwest region. The transfer of expertise from participants in the Seguenega project, near to Bam, and from the national foresters trained under Southwest Forestry will also support this current undertaking.

Africare is excited by the prospects of this joint venture. We are confident that through this project we will improve the quality of life for many rural Burkinabe over an extended period of time, building upon our work since 1974, and more directly, the Rural Water Management Project.

Please do not hesitate to contact me for further information.

Sincerely,



Joseph C. Kennedy Ph.D.  
Director, International  
Development

**Best Available Document**

VILLAGE-LEVEL NATURAL  
RESOURCES MANAGEMENT PROJECT  
FOR BURKINA FASO

An Unsolicited Proposal  
to U.S.A.I.D.

Submitted to:

USAID Mission, Burkina Faso

Submitted by:

The Center for PVO/University  
Collaboration in Development  
Western Carolina University  
Cullowhee, NC 28723  
(704) 227-7492  
FAX: (704) 227-7422

Contact: Mr. Ralph B. Montee  
Ms. Phyllis Stiles

11 August, 1989  
(Revisions March 1990)

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## INTRODUCTION

With the 1990s around the corner, it is time to investigate innovative, common sense approaches to development. Funding sources are bombarded with proposals they cannot fund. The complaint that efforts are being duplicated and we do not learn from our mistakes is commonplace. The needs of the developing world are growing at an exponential rate and many development professionals are throwing their hands in the air in frustration. The magnitude of the problems which continue to attack the already overstressed environments of Sub-Saharan Africa has become overwhelming.

The Village-Level Natural Resource Management Project (VLNRMP) in Burkina Faso does not attempt to address every issue. It isolates one country and begins with programs already underway by Save the Children-U.S., Africare, Lutheran World Relief and Catholic Relief Services. The VLNRMP avoids duplication by working through two councils of committed representatives from agencies within the Government of Burkina Faso, the University of Ouagadougou, the U.S. universities and U.S. PVOs, Burkina NGOs, and the World Bank's Village Land Management Project. The VLNRMP proposes to make U.S. university technical expertise, in partnership with expertise from Burkina Faso, available to the participating PVOs and NGOs in Burkina Faso in a structured way. It recognizes the pivotal nature of building a project around village people and local organizations, focusing on their capacities to absorb outside assistance which complement

their strengths. In short, it promotes human resource development as the weapon of choice against environmental deterioration.

There are many skeptics who say collaborative projects of this scope are unmanageable. We disagree. For five years the Center for PVO/University Collaboration in Development (PVO/University Center) has successfully managed a project comprising seven institutional participants with field projects in twenty-five countries. It is also responsible for facilitating collaboration in an on-farm seed project in its second year in Senegal and The Gambia which involves eight PVOs, the Peace Corps, and one university.

#### I. PROBLEM STATEMENT

Burkina Faso faces an interlocking complex of environmental and social problems that act as constraints on the development and proper utilization of the country's natural resources. The continued overstressing of the environment, as is occurring elsewhere in Sub-Saharan Africa, is leading to long-term ecosystem damage that puts the future of the country at risk. These problems include: an inadequate water supply for the development of crops to meet the nutritional needs of the population; poor quality of soils; overgrazing; range fires; the need for enlightened reforestation, woodlot management and agro-forestry programs; insufficient technology transfer to empower

village residents; and lack of financial and technical support for village-based activities to address these concerns. Moreover, in-country institutions lack a history of providing extension at the village level. As a consequence, local technical expertise is not being applied where it is needed most.

## II. PROJECT OVERVIEW

The Village-Level Natural Resource Management Project addresses the need to assist rural residents as they fight for survival by helping them to protect and strengthen the fragile ecosystem of Burkina Faso through collaboration among rural villagers, U.S. and local NGOs, U.S. universities, the University of Ouagadougou and the Government of Burkina Faso. The project provides assistance in several ways. First, established PVOs and local NGOs will submit proposals for funding. If funded, they will provide the support and supervision necessary for village-level project implementation. Supplementary technical assistance and training will be provided by nine U.S. universities committed to service the pilot project. These activities will be managed under an "umbrella" type project whereby each technical proposal submitted by PVOs/NGOs stands alone. In-country institutions will be called upon for advice and assistance and U.S. university consultants will strive to fortify the in-country capacity to meet their own needs in the future.

Management of the project rests with the Center for PVO/University Collaboration in Development which has a history with complex collaborative projects. (See Attachment A for Center's Capability Statement.) The PVO/University Center will document the pilot project to provide from the lessons learned and the results of experience a method for expansion and possible replication in other Sub-Saharan countries. It will also actively encourage exchange of information among participants and other interested parties in the Sahel.

Special emphasis during this pilot phase will be placed on the social ramifications of the project activities. Information on village response to technical assistance and training inputs and an evaluation of their resources and capabilities is essential knowledge for examining the factors that cause village-level natural resource management projects to fail or succeed. Each project implemented under the VLNRMP will be studied by sociologists from U.S. universities and the University of Ouagadougou working in collaboration.

### III. GOALS AND OBJECTIVES

#### A. Project Goal

To improve the capacity of local people and institutions in Burkina Faso to plan, manage and monitor natural resource activities in order to reverse

the trend toward long-term ecosystem damage there and throughout Sub-Saharan Africa.

B. Goal of Pilot Phase

To explore and document various village approaches to natural resource management so that, by the end of the project, lessons learned will point the way for future village efforts in this field. Additionally, these several projects will explore the ability of selected U.S. universities and some resource institutions of Burkina Faso to supply technical and training assistance necessary to these PVO/NGO-sponsored village-level natural resource development and management projects; and to demonstrate the ability of PVO/NGO partners to work collaboratively with these universities and others in planning, implementing, and evaluating village-level natural resource activities.

C. Purposes of Pilot Project

To establish village-level natural resource management projects in selected areas of Burkina Faso.

To explore various methods of village involvement and to document these lessons learned.

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To strengthen the ability of local institutions to meet the needs of development organizations that are conducting natural resource management projects.

To develop a system for providing appropriate technical consultations and training sessions by U.S. university consultants, in partnership with consultants from Burkina Faso, to selected U.S. PVOs and local NGOs that are conducting natural resource management activities in Burkina Faso.

To establish criteria for success and the context in which sub-projects are executed.

#### IV. PROJECT BACKGROUND

##### A. Center for PVO/University Collaboration in Development (PVO/University Center)

The PVO/University Center is a network of private and voluntary organizations (PVOs) and universities formed to better serve the needs of people in developing countries. (See Attachment B for list of members.) The current network of sixteen universities and eighteen PVOs provides technical assistance, training and other forms of program support for a wide range of development activities with particular

emphasis on improving the development, management, and conservation of natural resources. The PVO/University Center prides itself on being a facilitator, an experienced practitioner, in coordinating multi-source development assistance, and an interpreter of the needs, skills, and operational methods of the collaborating organizations and project participants.

B. Origin of the Proposed Program for the Development and Management of Natural Resources in Burkina Faso

Over the last three years, through the efforts of the World Bank and the PVO/University Center, a series of meetings have been held with FEER (the Government of Burkina Faso organizational entity responsible for managing and coordinating activities under the World Bank-supported Rural Development Fund) and other organizations working in Burkina Faso that are concerned with rural development and natural resources.

This groundwork culminated in a meeting in Burkina Faso during the period November 23-30, 1988, which led to the framing of the Village-Level Natural Resource Management Project (VLNRMP) designed to assist the Government of Burkina Faso, local groups and communities, and PVOs and local NGOs to more effectively develop and manage the natural resources of the country. Participants included representatives of

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the PVO/University Center and member universities, FEER, SPONG (the Permanent Secretariat of NGOs in Burkina Faso), BSONG (the GOB bureau which monitors nongovernmental organizations), the World Bank's Village Land Management Project, the University of Ouagadougou, four U.S. PVOs with development efforts underway in Burkina Faso (Africare, Catholic Relief Services, Lutheran World Relief, and Save the Children-U.S.). Support for the PVO/University Center visit was received from the Energy Development Institute (EDI) and the Natural Resource Management Systems (NRMS) project of AID. Six U.S. university participants--Auburn University, the University of Georgia, the University of Maine, Mississippi State University, Western Carolina University, and Virginia Polytechnic Institute and State University--attended the meeting under the auspices of their respective universities. World Bank representatives attended part of this meeting.

C. Relationship to AID Natural Resource Management Systems (NRMS)

The U.S. Agency for International Development is making a concerted effort to respond to the environmental needs of the world through the NRMS initiative. Activities are scheduled or planned across

the Sahel in West Africa to try new and innovative approaches to natural resource management and development. This pilot program fits well into this initiative. Consultation with regional staff in Washington, as well as with staff working primarily in natural resource management provided assistance and direction for this project.

D. Relationship to USAID Mission, Burkina Faso

The USAID Mission in Burkina Faso is not an uninvolved funding mechanism. Because of the seriousness of the environmental degradation in Burkina and across the Sahel it is important that programmatic and technical staff of the USAID-BF be fully active partners in this pilot effort.

The staff of the Mission can, through involvement, become leaders in the development and implementation of grassroots village efforts to improve the fragile ecosystem of Burkina Faso. A staff member of USAID will sit in an ex-officio status on the Burkina Faso Advisory Council. (The Advisory Council is discussed in detail under "Project Organization.") The Project Liaison Officer will be in regular contact with the Mission to inform, seek advice, approval and counsel with the Mission as the project progresses.

E. Connection to the Village Land Management Project of the World Bank

The Village Land Management Project of the World Bank is designed to improve natural resource management throughout Burkina Faso with a focus on village land development. The project, initially developed by Dr. Jeffrey Lewis, Agricultural Officer of the West Africa Division of the World Bank and FAO experts, is presently in its pilot phase. It has multilateral funding with \$500,000 from the World Bank and six million dollars in co-financing primarily from the European Community.

It will be implemented through the development of land use plans by village and pastoral groups. These plans will be implemented by contractual linkages to a Natural Resource Village Rural Development Fund. With these two projects (the VLMP and the VLNRMP) being so complementary, it is to both's advantage to work in close association. Each has the potential of objectively monitoring--on a continual basis--the validity of the other's direction recognizing that one project takes the micro approach while the other takes the macro approach to the same concerns.

The basis of the Village Land Management Plan is:

1. To mark village and pastoral boundaries with portions set aside for specific land use;

2. To take action to develop the Village Land Plan with financing from the Natural Resource Village Rural Development Fund;
3. To improve legislation to make the Land Management Plan possible;
4. To encourage reorganization of GOB units involved in land issues;
5. To develop geographic information systems;
6. To develop wildlife protection areas with an emphasis on buffer zones;
7. To address household energy use and conservation; and
8. To bring about policy reform, if and when appropriate.

Dr. Lewis heard about the village-level work of the Center for PVO/University Collaboration in Development and made an inquiry about the possible involvement of the PVO/University Center in the development of a natural resource project in Burkina Faso using PVOs/NGOs as catalysts for supplementing the Village Land Management Project (VLMP). It is from this beginning that the Village-Level Natural Resource Management Project developed.

As conceptualized, the pilot effort of the VLNRMP will bring a practical development aspect to the Village Land Management Project. The work done by

Lewis and the World Bank, FAO, and others with the GOB and the general population have helped to set the proper climate for the adoption of the project by the Government, local organizations, and the people of Burkina Faso. In fact, FEER, the GOB entity being groomed by the World Bank to serve as a funding channel and monitoring agency for the National Village Land Management Project, has been instrumental in helping to develop the project concept over the past three years. During the pilot period, the various combined efforts will seek to develop a promising model for the development and management of natural resources at the village level for application in Burkina Faso as well as other Sahelian countries.

The Village-Level Natural Resource Management Project planners have already had a series of discussions with the National Village Land Management Project Office concerning coordination and collaboration between the two projects.

F. Linkages to other Natural Resource Management Organizations and Institutions

The VLNRMP is cognizant of the need to network with other organizations involved in natural resource management in Burkina Faso and across the Sahel. Thus

far the PVO/University Center has made contact with and will develop strong links with organizations such as Comité Permanent Inter-Etats de Lutte Contre la Sécheresse dans le Sahel (CILSS), SAFGRAD, and the Centre National de Recherche Scientifique et Technologie (CRNST) through meetings, correspondence and direct involvement in the VLNRMP where appropriate. Once the project becomes operational, written statements of these organizations' understanding of the VLNRMP, the role they might play in it, and resources available to the project will be sought. Information exchanged on lessons learned, new research findings, and sources of assistance and promotion will be an integral part of this project.

One purpose of CILSS is to promote an increased awareness of the environment and the need for improved natural resource management throughout the Sahel region. The VLNRMP also carries this message to the grassroots level. Two CILSS staff members are quite enthusiastic in support of the pilot project concept and have expressed willingness to share technical information regarding CILSS experience in NRM and land management activities.

CILSS and the Club Sahel sponsored a regional conference on Natural Resource Management held in Ségou, Mali from May 22-27, 1989, which focused on three major issues:

- Local Participation in Natural Resource Management
- Government Decentralization, and
- Land & Resource Tenure

The conclusion of the Ségou meeting led to a resolution that addresses seven areas:

1. Ecological Rehabilitation--rebuild a degraded resource base.
2. Natural Resource Management--involve local communities.
3. Decentralization--increase efficiency.
4. Land Tenure--provide security to natural resource investment.
5. Credit and Savings--increase local investment.
6. Women--increase their participation.
7. Information and Training--exchange experiences.

This meeting was composed of farmer groups from most or all of the Sahel countries, government representatives from the same countries, and representatives from donor agencies including AID.

AID/Washington was represented on each of the working groups. (See attached cable from AID/Mali and a summary of the meeting in Attachment C.)

Given the nature of this resolution it is apparent the VLNRMP is on target with current thinking and direction of effort along the Sahel.

V. VLNRMP CONCEPT

A. Introduction

The general concept of the pilot project of the VLNRMP is based on the need to find ways to reverse the trends toward long-term ecosystem damage which are occurring in Burkina Faso and throughout Sub-Saharan Africa. It is now a commonly held view in development that methods of natural resource management which involve rural people themselves as active planners and participants must be researched, strengthened and broadly implemented if efforts to restore and protect the environment are to be achievable and sustainable. Drawing on the existing experience and skills of village people is a key aspect of the pilot project.

Careful study and monitoring of village successes and failures, strengths and weaknesses, will point the way for a possible longer term effort. Some questions that must be asked in this pioneer village effort are:

1. Can village-level groups, PVOs/NGOs, universities from the United States, the University of Ouagadougou, research institutes of Burkina Faso, and the Government of Burkina Faso work collaboratively to promote renewable/natural resource management in Burkina Faso?
2. Given the collaborative mix, can technical assistance and training be delivered in a timely and appropriate manner to village projects?
3. Will systems be developed and functioning to make locally available technical resources more easily accessible to rural groups?
4. Using the two Advisory Councils, can the Village Level Natural Resource Management Project be managed in a cohesive way?
5. Are village-level groups actually involved in conceptualization, planning, implementing, and evaluating village projects?

A final summative evaluation will be conducted to answer these questions.

All efforts will originate under PVO/NGO guidance at the village level and will, necessarily, reflect the need of rural villagers to produce both enough food to sustain themselves year-round and income to meet other needs. It is because of the PVO/NGO grassroots orientation that the major expertise already requested has been improved seed production and exploitation of water resources for agriculture and aquaculture.

Participating U.S. universities and PVOs are aware of the PVO/University Center's role as the umbrella organization in this project and their responsibilities to participate in the advisory councils. See Attachment D for their statements of commitment.

B. Need for Village-Level Organization

Each village or rural area involved in the project needs a supportive organization to work with rural residents, a community group, to manage the local resources, to identify local needs, to request funding, to do selected training, to make appropriate contacts with the GOB, and to keep the local effort on target. This role will be carried out by PVOs and local NGOs currently operational in Burkina Faso. Oversight for these efforts will be provided by the advisory council in Burkina Faso. Through this project, village people will develop and strengthen skills in sustainable,

ecologically regenerative agricultural and pastoral systems. A project liaison office staffed by Burkinabes will be established in Burkina Faso to staff the advisory council, act as liaison with the PVO/University Center, promote the pilot project of the VLNRMP and network with projects in neighboring countries.

C. Need for Accessible Technical Expertise

A critical need of village-level efforts in natural resource management is readily accessible on-going technical assistance appropriate to the environment. The nine U.S. universities committed to the project have a variety of technical expertise which will be available to the project over a ten-year period.

University expertise ranges from soil and water conservation, to reforestation and agroforestry, to resource and livestock management, to small-scale civil engineering, to aquaculture, to grain production, to seed production and storage, to nutrition, to survey and evaluation, to rural sociology, to land tenure, all the way to project design. (See Attachment E for complete listing of university capabilities.) With projects yet to be identified, particular assistance has yet to be requested.

Partnering the expertise of these universities with expertise from the University of Ouagadougou, government agencies, technical schools and other appropriate organizations in Burkina Faso will accomplish several things. First, it will promote and encourage work in the rural areas by technical experts from these organizations leading the way for long-term, on-going involvement of Burkinabes with their own rural population and will bring together technical consultants from the U.S. with their counterparts in Burkina Faso. Thus, each will learn from the other, strengthening final results.

This approach will maximize the use of both groups of technicians by having in-country at all times the local experts working with their U.S. counterparts. It provides for efficient use of U.S. resources by accomplishing time consuming tasks such as survey work, soil sampling, etc., prior to the arrival of the U.S. technical person. Problem solving will first be addressed to the local technician before calling on the overseas consultants when technical gaps emerge. In discussions with Save the Children-Burkina Faso this seems to be an ideal working arrangement as it will provide the top notch technical help available from the committed U.S. universities along with on-going assistance in Burkina Faso. All organizations mentioned

have agreed to this type of participation in the project.

D. Endorsement of the Project by the Government of Burkina Faso

The Government of Burkina Faso sees the VLNRMP as contributing to the goals defined in its Five-Year Plan, as well as providing a practical method of implementing the Village Land Management Plan. Although FEER is not currently playing a major role on the Burkina Faso Advisory Council, they have endorsed the project. (See Attachment F for their statement of support.) The Minister of Planning and Cooperation has also acknowledged that the VLNRMP, with its strong technical assistance and training components from U.S. universities, represents an important addition to the country's natural resource management efforts at the village and local level.

By drawing on the existing plan for the development of Burkina Faso and using the priorities for action outlined therein, the project will be able to direct support to specific activities that address village and community needs and increase efforts in the areas of:

- conservation, protection, and improvement of the environment;

- water resources development and its utilization for increased food production;
- strengthening in-country support networks; and
- research and projects toward nutritional self-sufficiency.

E. Testing the Project Design

It is proposed that the three-year pilot activity involves implementation in two zones: the Department of Saponé in the Province of Bazega and a second province to be determined later.

Specific activities identified by project partners as priorities to date are as follows:

- development and management of small water impoundments; (It should be noted that the building of satisfactory dams/barrages is not a simple process. Top quality technical expertise should be readily available from feasibility study to dam completion.)
- anti-erosion activities;
- reforestation and woodlot management;
- improved seed production and storage techniques;
- village water works;
- integrated pest management plans;
- fish culture programs; and

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- community and adult education.

The participants have chosen a broad interpretation of natural resource management. They recognize the importance of a holistic approach to a village-based effort where the issues confronted determine day-to-day survival. Actions taken must have results for the short and long term if they are to be embraced by the people who will ultimately make significant changes in their lifestyles and environments. Rather than giving the project a dispersed and ineffective focus, we believe this approach to be the most promising one.

In discussions with a variety of people involved in natural resource activities in Burkina Faso it was suggested that gravity flow or other simple methods of irrigation from water impoundments be added to the list of possible project activities along with small animal production and live fencing.

The total exploitation of impounded water will be encouraged. Gardening, fish culture, animal production, soil conservation, irrigation practices, tree nurseries, income-producing activities such as brick making--are some examples of integrated activities.

F. Consideration of Women

The Pilot Project of the VLNRMP as well as any projects to follow will provide special consideration for women. Women are now, by far, Africa's primary food producers. They remain in the village after the men are driven to the cities or other countries in search of work. All organizations involved in the VLNRMP are cognizant of this reality in Burkina Faso. In designing and implementing this project, Burkinabe women's input will be sought and respected. As active participants and partners in the project, they will have equal opportunities to be beneficiaries of training, education, technical assistance, and other project resources. It is intended that the baseline studies conducted by the University of Ouagadougou in the earliest stages of the project will provide gender specific indicators for optimal field project planning.

Areas for possible training of women include: soil conservation, small animal production, food production new uses of corn and millet flour, food preservation, or indeed, any area of the project.

G. Development of Linkages Between Village Groups and Government of Burkina Faso Agencies and Other Technical Resources

Burkina Faso has worked hard to develop technical capabilities needed to better the lives of its citizenry. At the University of Ouagadougou, in research organizations and in various ministries, bureaus, and offices of the GOB can be found highly trained technical experts in almost every field yet the expertise is not easily available to rural groups anxious to better their environment. (See Attachment G for Inventory of In-Country Resources.)

The pilot phase of the VLNRMP will, by the strategies outlined, bring together these experts with counterparts from U.S. universities to directly address the technical needs of village projects. The resources of the University of Ouagadougou are committed to the provision of technical assistance to the project. Agreement to provide these experts for salary replacement costs, plus per diem and travel was reached through the Offices of the Vice Rector and the Director of International Programs. Naturally, participating PVOs already have existing protocols with GOB ministries in place.

Similar agreement has been reached with CNRST (Centre National de Recherche Scientifique et Technologie) through the Director General.

By working with committed U.S. counterparts, and demonstrating to rural groups and residents their willingness to serve in this capacity, new linkages and concepts will be introduced and reinforced in the VLNRMP. Lists of available local and U.S. technical expertise have been started and will be added to as the project is implemented. These lists will be made available to NGOs, PVOs and local groups.

This same strategy will be used with GOB agencies and organizations. Additionally, training will be provided by both U.S. and local experts to PVO staff, extension agents, village leaders and others by these same technical experts.

#### H. Networking Among Rural Participants

It is currently agreed that direct communication between rural development groups is greatly beneficial to overall development. Village participants will be encouraged to share successes, problems and failures to learn from one another and establish links from one village project to another. The bilingual newsletter will be widely distributed to participants and will emphasize the farmer dimension of the project. Farmer

exchanges (male and female) will be one technique used to publicize positive activities being undertaken. The Liaison Officer could be especially useful in this effort. Such excursions will supply substance for newsletter interviews and reports and keep the officer more informed of field activities. Another possibility is village-to-village training. If villages have sufficiently mastered some intervention, such as building anti-erosion berms, they would be excellent instructors (with readily accessible demonstration facilities) for a neighboring village. In fact, such a stipulation could be made prior to accepting a village into a program. Likewise, regional seminars will be encouraged wherever possible. All of these activities will contribute to the overriding goal of building local leadership and organizational structure.

I. Opportunities for Replication

Many of the PVOs and universities participating in the PVO/University Center network are operating elsewhere in the Sahel and they will provide additional channels and opportunities for application and replication of project methodology. During the life of this project information exchanges will be established and maintained with the network members in adjoining Sahelian countries. The On-Farm Seed Project, already

mentioned, is a prime example of a complementary project along the Sahel which has the potential to expand into similar activities as those of VLNRMP. Visits to project sites and conferences to inform others of the methodology and its practical applications will be held in Burkina Faso to further strengthen the likelihood of replication in other countries. This project extension will depend on the results of the final evaluation.

## VI. PROJECT ORGANIZATION

### A. Introduction

The structure of the project has evolved from extensive consultation with a variety of institutions and organizations in Burkina Faso, as well as the experience gained by the PVO/University Center from other collaborative projects currently underway.

The PVO/University Center will administer the pilot project providing: fiscal management, communications between and among the many participants, problem solving, reporting to funders, monitoring and evaluation, orientation to consultants, oversight of the delivery of training and technical assistance and development of mechanisms for replicating this project in other areas of Burkina Faso and other Sahelian

countries. This last point is very important as a concerted effort must be made if the trend toward desertification is to be reversed.

For any PVO/NGO to be considered for funding it will be necessary for them, with village participation, to design and submit project proposals to the Burkina Faso Advisory Council for consideration under project guidelines which are comprehensive and "user friendly." The PVO/NGO must have a good record of grassroots project development and implementation as well as a good management record. It is not expected that all village groups will have all the skills necessary for project planning, implementation and evaluation, but they must be willing to learn by partnering with a stronger PVO/NGO and/or by training and technical assistance provided through the project. The Council will determine if the project falls into the mandate of the VLNRMP. If the project does meet the criteria, it will be placed in competition with other similar project proposals. These proposals will be prioritized by the Council and voted upon by representatives to the Council with each member having one vote. Those proposals with the highest number of votes will be recommended, to the U.S. project office for both project funding and the provision of ongoing technical assistance.

B. Advisory Councils

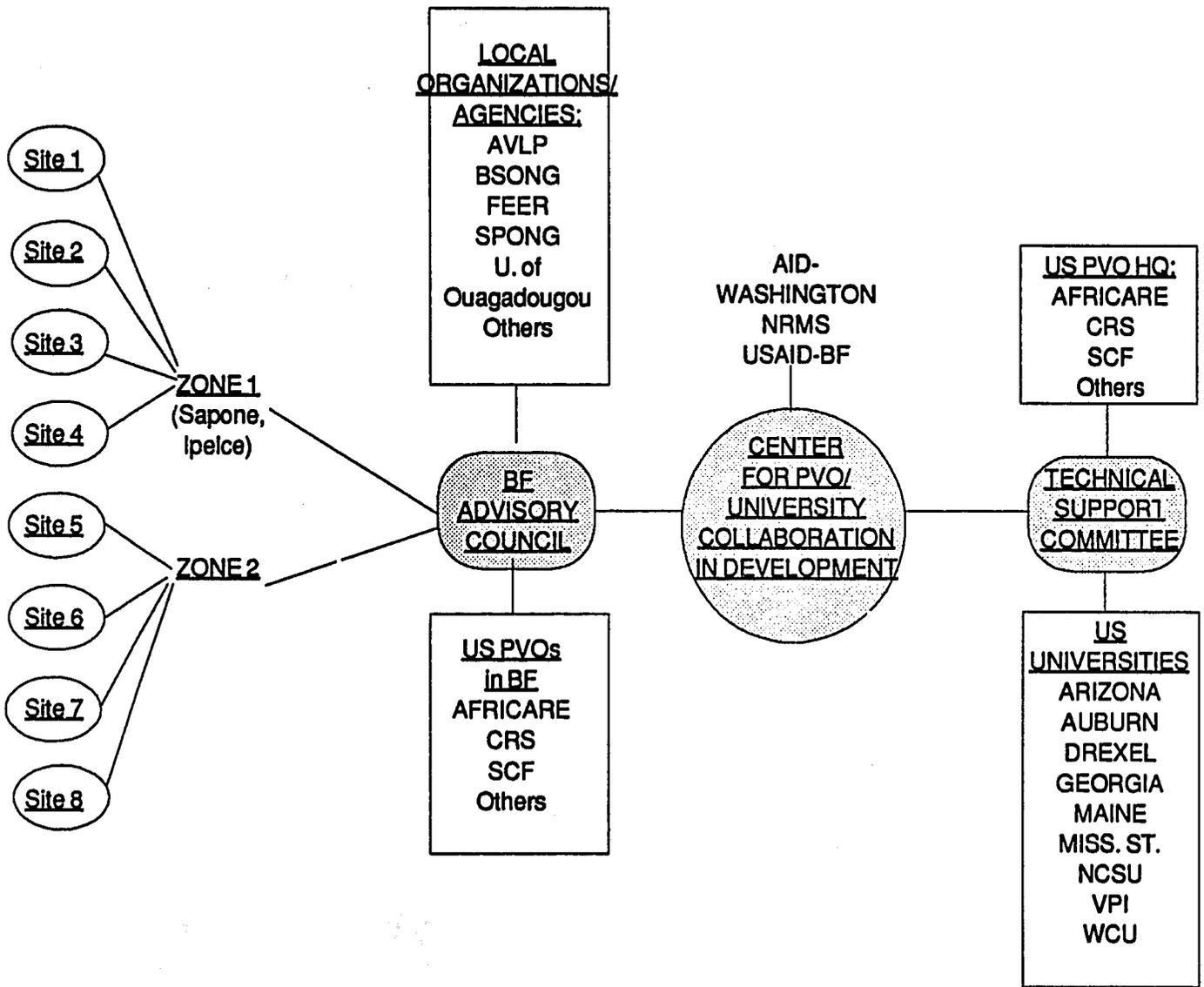
The glue that holds the project participants together around a common purpose comes from two advisory councils, one in Burkina Faso and one in the U.S.

In Burkina Faso the Council, which was formed in 1988, is made up of representatives from several U.S. PVOs operating in Burkina (Africare, Catholic Relief Services, and Save the Children/ U.S.) and Government of Burkina Faso agencies (FEER, SPONG, BSONG, the University of Ouagadougou). Representatives of Burkina NGOs will also be seated on this Council. A representative of the AID/Burkina Faso mission will have an ex-officio seat on the in-country Council. This Council is charged with the oversight of village projects, reviewing and recommending for funding proposals submitted by village-based PVOs and local NGOs, and in-country support for visiting university personnel in consultation with the PVO/University Center. It is this Council that selects the two initial pilot areas to test the design of the project and the delivery of technical expertise in diverse geographic and environmental areas of the country. In December 1988, this Council developed a project outline for the initial scope of this project. (See Attachment H for its translation from French.)

In the United States, the Advisory Council, now called the Technical Support Committee, is made up of representatives from the headquarters of participating U.S. PVOs involved in the project and from all nine of the U.S. universities. A World Bank representative may also participate on the Committee to provide input on the National Village Land Management Project.

The task of this group is to provide oversight to the project, provide communication between the headquarters and U.S. PVOs and their field representatives in Burkina Faso, review the technical aspects of proposals for subprojects recommended for funding by the Burkina Faso Advisory Council, review requests for technical assistance from Burkina Faso and select the best expertise available from the participating universities to answer these requests.

C. Organizational Chart



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D. Roles of Project Participants

1. Center for PVO/University Collaboration in Development

The PVO/University Center will have overall responsibilities for administration and coordination of the project in both the U.S. and Burkina Faso. Western Carolina University acts as fiscal agent for the PVO/University Center under agreement with the Center's Governing Board.

Specific responsibilities of the Center are:

- site of project office;
- management, facilitation, coordination, and support of the collaborative process involving all project participants;
- coordination and facilitation of U.S. technical assistance requested from Burkina-based project partners (including screening, scheduling, orientation, travel, and monitoring and evaluating technical assistance and training inputs);
- identification, provision, and oversight of additional technical assistance relevant to the project;
- fiscal management and financial reporting;

- staff support for the U.S. Technical Support Committee and backstopping of the Burkina Faso Advisory Council;
- data collection, information exchange, and reporting; and
- project monitoring and evaluation.

The PVO/University Center draws on five years of successful experience in collaboration between universities and PVOs in several projects.

The Water Harvesting/Aquaculture Project, with technical expertise provided by Auburn University to six U.S. PVOs--CARE, Catholic Relief Services, Church World Service, Heifer Project International, Lutheran World Relief and Save the Children-U.S.--has provided technical assistance, training, and project support to PVO and local projects in forty-one countries in Africa, Asia, and Latin America.

The Water Harvesting/Aquaculture Project (WHAP) is a prime example of integrated agriculture/aquaculture centering on impounded water. Each site has impounded water but then varieties of the integrated approach have been implemented according to the environment and wishes of the participants.

Lessons learned by the PVO/University Center from the Water Harvesting/Aquaculture Project that could impact on this project include: PVOs and universities can and will work collaboratively on village-level projects to the benefit of both communities and project beneficiaries if all participants enter into the project as peers with no one PVO or university holding the contract or controlling the project; technologies can be applied in a variety of ways to different environments and to meet the development goals of villagers; and, attention to development details can be enhanced by PVOs, universities and other participants when the administrative and overall management responsibilities are handled by an organization like the PVO/University Center with the interests of all and overall project success as the basis for involvement.

The On-Farm Seed Project in the Gambia and Senegal is providing technical assistance and training in production and storage of seeds to local farmers through PVOs/NGOs, the United States Peace Corps and a variety of local and government organizations. Winrock International Institute for Agricultural Development is the contract holder, Mississippi State University is the

technical provider, the PVO/University Center provides the collaborative support function, and U.S. and local NGOs are the project implementers.

As an associate in the AID-funded Natural Resource Management Project directed to four African countries yet another mode of collaboration is being tested. The Experiment in International Living along with CARE and the World Wildlife Federation are the contract holders with a number of organizations, including the PVO/University Center, as associates. The project is in its earliest stages.

Throughout the PVO/University Center's history, conferences and workshops have been held to expose issues of concern to the institutional members. From those meetings, many proposal ideas have been born and project development activities have ensued. Some ideas came to fruition while others did not. Regardless, even the ideas that were filed away achieved the overall goal of the PVO/ University Center: to facilitate collaboration and exchange of information among the university and PVO communities.

2. United States Universities

The university members of the PVO University Center network will provide, over the life of the project, a variety of types of short-term technical assistance and training for village projects in Burkina Faso as identified by in-country project participants. French speaking and reading capability is absolutely essential for all consultants being fielded for this project, whether short or long term. They must have appropriate language skills.

University members expressing interest in the project to date with some of their expertise relevant to this project highlighted, include:

- a. Auburn University -- the collection of rainwater in ponds and its use in fish culture, garden irrigation, and livestock raising; agro-forestry; soil conservation; pest management; and watershed management;
- b. University of Arizona -- the improvement, use, and protection of arid and semi-arid lands; and farming systems research;
- c. Drexel University -- engineering-based appropriate technology with emphasis on

- designs which are applicable to the needs of developing countries;
- d. University of Georgia -- many years of institutional development assistance to the University of Ouagadougou and specific expertise in its Institute of Ecology and Natural Resources;
  - e. University of Maine -- wide array of expertise in natural resource development and management;
  - f. Mississippi State University -- on-farm technical assistance in seed development and forest resources;
  - g. North Carolina State University -- long experience in West Africa and agricultural practices in general;
  - h. Western Carolina University -- under agreement with the PVO/University Center, provides administrative and fiscal management of the PVO/University Center;
  - i. Virginia Polytechnic and State University -- small farmer development and assistance to women in agriculture and small enterprise.

(For further information on capabilities of U.S. universities see Attachment I.)

3. United States Private Voluntary Organizations

The PVOs working in Burkina Faso, using their regular operational methods and organizational relationships, will act as designers, catalysts, supporters, and implementers of in-country natural resource management projects. They will cooperate with local groups and GOB agencies working at the village and rural level. U.S. PVOs often work closely with local NGOs, as demonstrated in the relationship between Save the Children and Association Vive le Paysan in Saponé. Those committed to the project include:

- a. Africare -- carries out rural development projects with primary focus on water resources development, particularly construction of multiple-use dams. Other projects include: soil conservation and reforestation, agriculture, village-based health services, institution building, and education and training.
- b. Catholic Relief Services -- conducts and supports local projects in community development, rural construction,

agriculture, environmental improvement, water resources, health and nutrition.

- c. Lutheran World Relief -- An original member of the Burkina Faso Advisory Council, LWR is now not directly operational in Burkina. It does want to be kept informed of VLNRMP developments. LWR works closely with and provides funding for local NGOs, local groups in support of integrated village development projects involving water resources, dry season gardening, animal health, health, literacy, and cooperatives.
- d. Save the Children -- employs a community-based integrated rural development strategy working through village development committees. Activities include education, health, water resources, soil conservation, dry season gardening, animal husbandry, small enterprise and handicrafts cooperatives, and revolving loan funds.
- e. Others -- additional PVOs now operational or becoming operational in Burkina Faso may wish to participate in the project in the future. (For further information on U.S. PVO project participants, see Attachment J.)

Other PVO members of the PVO/University

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Center are important resources for the project. Many of these PVOs already have projects in adjoining countries, potential for future replication. Examples of other PVO expertise include: community agro-forestry, conservation, water resource development, agriculture, animal husbandry, primary health care, appropriate technology, nonformal education, low-cost housing, rural organization and leadership training, and cooperatives.

4. Government of Burkina Faso

Since the project is seen by the Government of Burkina Faso as being implemented in relation to the Five-Year Plan, the various project partners will coordinate activities and resources with FEER, the National Village Land Management Project, and other GOB agencies concerned with rural development and natural resource management. Appropriate GOB resources, both human and material, will be available as well through the PVOs' arrangements with government agencies.

Particular emphasis will be placed on helping to develop and strengthen the capacity of the University of Ouagadougou and other government

institutions to become more effective sources of technical support for rural projects. The University of Ouagadougou has already agreed to require some students, prior to their graduation, to conduct baseline data surveys in the pilot zones to ascertain current environmental management relationships. The hope is to help make the University of Ougadougou and other GOB organizations more responsive to the needs at the village level through the development of mechanisms that facilitate appropriate technical assistance and other forms of involvement/support.

## VII. IMPLEMENTATION ACTIVITIES

### A. Field Projects

The pilot project budget, by design, places the majority of the A.I.D. budget directly in support of field projects and in-country activities. Including grants for subprojects, technical assistance and training, and project-support activities in training, the budget percentages are 72 percent in year one, 73 percent in year two, and 68 percent in year three. The overall three-year average for field projects and in-country activities is over 71 percent. Having a broad

range of expertise available on a long-term basis is intended to encourage PVOs and local NGOs to perform at their best. This accessibility to technical inputs will afford them the opportunity to pursue project ideas they may have been unwilling to attempt before. PVOs, NGOs and village groups will submit proposals for funding and technical support to the Burkina Faso Advisory Council. These proposals will outline goals and objectives, up to a three-year workplan, budget, and technical assistance and training needs. The Council must then make its recommendations for acceptance or revision based on the criteria for project selection to be established. Furthermore, the Council will need to follow a checklist developed early on which outlines the village organization or structure most needed to ensure project success and sustainability. Social and environmental analysis will be part of each projects monitoring in order to measure the success of the pilot project. The USAID Mission will give oversight and approval to activities at the outset of the VLNRMP. Once a proposal is accepted, it will be reviewed by the U.S. Advisory Council to ensure the most suitable technical response. Grants for pilot activities in the target areas identified by the Burkina Faso Advisory Council will be considered for funding if they meet the criteria established and if

they do not exceed \$200,000 over the life of the VLNRMP. Projects under \$10,000 will not be considered. It is anticipated that there will be no more than twenty activities of varying size, included in this pilot effort.

Pilot activities may be started in the first or second year with completion in the third year. Approved activities may receive funds in increments over the three years, again with the realization that all activities must be completed by the third year. No new initiatives will be funded the third year.

B. Technical Support to Field Projects

In coordination with the advisory councils, the project office will schedule university consultant visits in partnership, when appropriate, with the University of Ouagadougou, the Centre National de Recherche Scientifique et Technologie (CNRST), the Institut d'Etude et de Recherche Agricole (INERT), and the Institut de Recherche Botanique et Tropicale (IRBET). These latter organizations have inventoried in-country resources they are willing to share with the project. These resources are included in Attachment K.

The technical support provided will include sociological monitoring as well as responses to those needs requested by the participating PVO or NGO. It

might consist of anything from pre-site selection advice, to feasibility studies, to field project implementation plans, training designs, specific technical problem solving, to periodic progress reviews. The U.S. technicians will leave at the end of the consultation but will be ready to return to assist in the next phase and will stay in touch with the project by telex and correspondence, backstopping PVO/NGO efforts as requested.

Because extension is not a traditional university function in Burkina Faso, the objectives of the pilot phase emphasize the importance of strengthening the capacity of the University of Ouagadougou and other government institutions to carry out technical assistance and technology transfer to the rural areas that is appropriate and technically feasible under local conditions. The VLNRMP is extremely fortunate to have the University of Georgia as a participant with its long-term relationship with the University of Ouagadougou, and Burkina Faso in general. (See Attachment K for UGA and Auburn U., Burkinabe Alumni.)

Training may be conducted for PVO/NGO staff or villagers depending on the selected project needs. Hands-on opportunities for trainees will always be encouraged as integral aspects of training which is practical and worthwhile. Costs of consultancies will

be reimbursed as they are incurred. Universities and local organizations will be paid salary replacement costs and expenses. By the end of the third year of the pilot project all participating village groups and PVO/NGOs will be encouraged to identify and use resources, fiscal, material and technical, outside this project to continue and hopefully expand on natural resource management activities. Technical assistance to these ongoing efforts will be more easily available as a result of the contacts and linkages established with the University of Ouagadougou, GOB research institutes and the ministries and bureaus involved from the project's inception.

C. Documentation and Information Dissemination

If the pilot project is to test the feasibility of this collaborative approach for possible replication on a wider scale, careful consideration must be given to accurate documentation. Information must not only be made available to project participants but also to all interested members of the development community and natural resource participants in the Sahel.

Specifically, information on the social dynamics of village-level successes and failures must be studied and understood, and; transfer of technology, first from university experts to PVO/NGO project implementers, then to villagers, must be recorded and disseminated.

In addition, procedures/operations manuals and descriptive material must be developed and a bilingual newsletter published to successfully maintain a broad-based level of understanding, enthusiasm and support for the effort. The project office will carry out these tasks using information collected from trip reports (required on the return of a consultant), evaluations, and project participants. Publication of evaluation results will provide essential information for the development of further collaborative efforts especially in the field of natural resource management.

D. Monitoring and Evaluation

For the pilot activity to serve its intended purpose a baseline data and monitoring system to measure impact of project grants on the village participants and their social, economic and biophysical environment need to be established. A sharpened focus with social science resources employed to understand the process of social adaptation and village-level technical change and environmental impacts need to be included. (See Attachment L for possible issues to be covered in the Baseline Surveys.) Furthermore, the project will be continually monitored at two levels. First, each consultancy will be evaluated by the recipient organization upon its completion; likewise,

each training will be evaluated by trainees upon completion of training. A simple form, approved by the two advisory councils, will be hand carried by each consultant to the site of consultation in Burkina Faso. That completed evaluation form will be sent to the project office for ongoing monitoring of how well consultancies/trainings are performed. These evaluations will be essential tools for choosing informed and appropriate consultants and for continually updating the orientation provided to consultants before their first trips.

Second, an internal evaluation of the overall project will be conducted at the end of the second year. Many of the institutions participating in the project have exemplary skills in evaluation and may be called upon by the advisory councils to conduct this second year assessment.

The Advisory Councils will have oversight responsibility and will seek to determine what adjustments should be made before proceeding with year three. The internal final evaluation conducted for WHAP will serve as a model for this inexpensive assessment technique. (See Attachment M for the scope of work of WHAP's final evaluation.)

A major external evaluation will be conducted at the end of the third year which will determine whether

the project should be extended. It will highlight the critical elements which promote village-level natural resource management activities by:

- a) assessing the ability of the U.S university concept as a catalyst to support PVO field programs;
- b) assessing field implementation by NGO/PVO staff and villages;
- c) assessing sustainability of village-level NRM activities;
- d) detailing recommendations for planning and programming possible follow on activities in Burkina Faso; and
- e) reviewing and refining objectively verifiable indicators for future activities. (See Attachment N for Logical Framework.)

## VIII. ADMINISTRATION AND MANAGEMENT

### A. Project Supervision

The PVO/University Center will be the project holder and provide oversight to the VLNRMP. Acting as the repository for all project monitoring, documentation and evaluation information, the PVO/University Center will serve as the hub of this multilateral transatlantic effort. Constant

communication with the project liaison office in Burkina Faso, with the two councils and with all participants will be a necessity for maintaining project clarity. These responsibilities will be assumed part-time by the Project Director and full-time by the Project Officer and the Documentation/Information Officer. The support staff of the PVO/University Center will join forces with the project team set up at the project support office in Burkina.

The existing staff of the PVO/University Center includes: an Executive Secretary (an executive director), with training in development anthropology and education, who has over 20 years experience in international technical assistance and training, including work with PVOs, universities, and A.I.D.-funded projects; the Director of Projects with over 29 years experience in international development, including 15 in developing countries; most of his work involved rural development at the community and local level; in addition he has had extensive experience in PVO-university collaborative projects; a Documentation/Information Officer, who will serve as the Project Officer for the VLNRMP, with Peace Corps experience in North Africa and intimate involvement in both the U.S. and Burkina Faso with the development of

the project. (See Attachment 0 for core staff's resumes.)

The project office and administrative structure will be established during the initial pilot phase of the project and will not substantially increase in funding or staffing level during the course of project implementation. These include:

- Project Director (.59 LOE) - Has overall responsibility for the project, all items above, fiscal responsibility, relationships with the many participants including the Agency for International Development and the USAID Mission in Burkina Faso.
- Project Officer (1.00 LOE) - Day-to-day responsibilities for the project and will do most of the project office travel to Burkina; in addition, will supervise the Liaison Officer and the Information/Documentation Officer in Burkina Faso, and will oversee the monitoring, documentation, evaluation, and information dissemination functions of the project.
- Administrative Assistant (.75 LOE) - Responsible for project research, coordination and staff support.

Budget and clerical support (1.2 LOE) -  
Staffed as indicated from past collaborative  
projects. Will handle travel arrangements  
for university consultants and project staff,  
fiscal matters, day-to-day correspondence,  
final preparation of informational pieces,  
etc.

B. Support to Advisory Councils

Although the advisory councils will make all major  
policy decisions and select projects to be funded and  
provided with technical services, the PVO/University  
Center will provide the vital link between the two  
councils. A PVO/University staff person will organize  
and attend all the U.S. Technical Support Committee  
meetings, keep minutes, and maintain close  
communications with council members. Whenever possible  
and necessary, a staff person from the Center for  
PVO/University Collaboration in Development will attend  
Burkina Faso council meetings. Likewise, the project  
liaison officer in Burkina Faso will fulfill similar  
duties in support of the council there and will have as  
top priority, the duty of keeping the PVO/University  
Center informed of all activities in country.

C. Fiscal Accounting

Under agreement with the governing board of the PVO/University Center, Western Carolina University will maintain all fiscal accounts of record. Accounts will be audited on a regular basis. USAID and the Government of Burkina Faso will be provided fiscal reports on an annual basis.

D. Reporting

To assure proper monitoring of all aspects of the project, the following system of reporting will be implemented. All meetings both in the U.S. and Burkina Faso will be minuted and minutes given to the PVO/University Center. Each consultancy will be followed by a trip report from the consultant and an evaluation from the recipient of the consultancy. Any field project which receives funding and/or technical assistance or training will be required to complete and submit a brief report on a quarterly schedule (even if there has been no activity during the quarter) to keep the project office abreast of any developments and to be fiscally accountable. All relevant information about site visits and project development will be compiled into yearly reports to USAID the AID mission and the Government of Burkina Faso. These annual reports will include level of work, individual field

project descriptions, fiscal and other resources used in the project, accomplishments on a local level, and summaries of technical assistance and training provided. The final report will include:

- a) Comprehensive on-line roster of NRM consultants (US and Burkina);
- b) Comprehensive resource center of NRM materials and publications and experience in Burkina;
- c) Increased number of PVOs/NGOs with skills in NRM programming;
- d) Increased number of PVOs/NGOs with NRM field projects;
- e) Participation of villagers and PVOs/NGOs in funding share of third-year activities costs from non-AID sources.

Quarterly fiscal reporting will also be provided to funding agencies.

## IX. FUNDING

The first year's costs for A.I.D. are estimated at \$700,000 with an increase to \$800,000 in the second year of the project when project activity will expand substantially. In year three the funding level will be \$500,000.

The Center has entered into discussions with the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) to provide support for the Burkina Faso Project Support Office. The Interim Executive Secretary has informed us that CILSS is favorable to collaboration with the Center and the VLNRMP. The exact level of support in terms of office space, furniture, access to communications and other equipment, secretarial services, and other assistance will be determined in further negotiations. Collaboration with CILSS will meet most of the needs of the project support office and provides the project with a strategic link to a premier institution concerned with natural resource management activities in Burkina Faso and the Sahel.

GOBF support for subproject activities carried out by PVOs/NGOs and local groups will be defined as these projects are developed and implemented. Such support will be generated through the normal operating arrangements which PVOs/NGOs follow in their cooperation with government agencies.

The PVOs and NGOs have made a sizeable investment in money and effort into the project thus far and will provide support for the in-country subprojects as well. Subgrants will be used to fund PVOs/NGOs implementation of village-level natural resource management activities. Local communities will contribute labor, local materials, and other costs. The U.S. universities involved in the project have already made significant contributions in staff time and in providing travel costs for staff to visit Burkina Faso as well as to attend project development meetings in

the U.S. Western Carolina University has provided substantial funding for project research and development costs to the PVO/University Center.

#### X. WORK PLAN

In the first year of this pilot project, there will be fairly rapid implementation due to the amount of preparation done by all participants prior to funding. The advisory councils in the U.S. and Burkina Faso are already in place with preliminary roles defined and representatives designated from the participating organizations. One pilot project zone has been chosen, with a second under consideration, by the Burkina Faso Council. U.S. PVOs will play coordinating roles in identifying and implementing subproject activities in these areas.

These PVOs are already operational in Burkina and are prepared to move rapidly into implementation. (See Attachment Q for examples of data collected and project proposals for Sapone.) The PVO/University Center has received both long-term commitment and general agreement on project purposes from project participants. University faculty and their areas of expertise as well as depth of language skills have been identified (see Attachment R - Letters of Commitment).

Given these factors, the first year of work will be used to design and implement an orientation program for consultants (in the U.S. and Burkina); establish operating procedures for the two

councils; develop simple systems of documentation and monitoring; establish a project office in Burkina Faso; and approve and initiate pilot project activities in the two zones. (See Attachment S for Timeline.)

The workplan for the first year is detailed below. Years two and three will bring field projects to conclusion which were begun either in the first or second year. Year two will conclude with an internal evaluation and year three with an external evaluation.

A. First Quarter

1. Hold First Official Meeting of the Technical Support Committee

When possible, meetings will be held at the offices of various participants to facilitate broader institutional collaboration. This will also help to create better awareness of the role and capacities of each participating institution. However, this may not always be possible due to distances and costs of transportation.

- a. Review proposal. Elect Chairman. Establish rules of order.
- b. Discuss project selection criteria developed by Burkina Faso Advisory Council and establish a format and procedure for reviewing subproject proposals for

technical soundness, consistency with criteria, and feedback to strengthen proposals.

- c. Develop a plan for an initial technical survey of PVO/NGO NRM activities in Burkina Faso, technical assistance priorities in NRM, and an orientation program for PVOs/NGOs and other agencies involved in NRM on the technical assistance and training available through the VLNRMP.
- d. Contribute to a draft statement of project philosophy and strategy to be shared with the Burkina Faso Advisory Council and others such as PVOs/NGOs, government agencies, village groups, and other organizations involved in natural resource management in Burkina Faso.

2. First Official Meeting of Burkina Faso Advisory Council

Suggest meetings be rotated among offices or sites of various participants to facilitate collaboration and understanding of roles and capacities.

- a. Review proposal. Elect a chairman. Establish rules of order. One organization, one vote, etc.
- b. Discuss project philosophy and strategy as a guide for all other project activities.
- c. Establish criteria for village projects. Some questions that should be addressed in setting the criteria:

- Does the project fit within the Village Land Management designation for land usage?
  - Does the project have full participation of village or area residents and is a community development organization of some type either in place or under development?
  - How do we define primary natural resource management efforts?
  - How do we define sustainability and control of the project?
  - This is a pilot effort and future funding and expansion of the project depends on being able to evaluate project efforts. The evaluation process begins with good baseline data. How will this data be collected?
- d. Solicit initial proposals from the two pilot zones and review against established criteria.
- e. Begin, with the University of Ouagadougou to:
- Develop the baseline data collection system necessary for project implementation.
  - Develop mechanisms for collaboration between faculty of the University of Ouagadougou and/or other GOB agencies, and U.S. consultants to the project to work together to provide technical assistance to village-level efforts.

- Develop ways in which the visiting consultant can, when possible, give or attend one-day seminars or classes at the University of Ouagadougou or other places as desirable to further the knowledge base of both the visitors and the faculty, student extension workers and others in Burkina.

3. Relationship with U.S. Embassy and USAID Mission in Burkina Faso

- a. Meet with the Ambassador to familiarize him with the project and to seek his active support for the effort.
- b. Meet with USAID Mission Director and appropriate staff to work out role the mission wants to or will play in this project.

4. Relationship with the World Bank and the Village Land Management Project

Meet with World Bank officials in the U.S. and in Ouagadougou and Director of VLMP to determine lines of communication and collaboration in the VLNRMP.

5. Set Up Project Office at Center for PVO/University  
Collaboration in Development

- a. Develop and initiate project responsibilities within office for: Director, Project Officer, Administrative Assistant.
- b. Project Officer:
  - Write job description, advertise, interview, hire and train project officer.
  - Send to Burkina Faso for orientation to the cast of people involved there.
- c. Develop communication and reporting systems for and among project participants.
- d. Design orientation program to be reviewed by both Advisory Councils.
- e. Develop a simple system of project monitoring, documentation and evaluation. The purpose of these efforts is to clearly define the progress, successes, problems, and weaknesses of this new collaborative effort, to permit mid-course project adjustments where needed, and to promote replication of the project to other Sahelian areas.
- f. Develop a procedures/operations manual explaining the program to participants and AID Washington and USAID Mission Burkina Faso to be reviewed by both Advisory Councils.

- g. Hold familiarization sessions with the headquarters staff of participating U.S. PVOs and with university personnel to acquaint them with the project, its goals and purposes, and the role of each community in the project.
6. Establish Project Support Office in Burkina Faso
- a. Find and establish costs of office space and support facilities in Burkina Faso, preferably in cooperation with CILSS. The basic support needed includes: typewriter, file cabinet, computer, photocopier, desks and chairs, and access to communication facilities such as telephone, telex, FAX, secretarial services, and transport.
  - b. Develop job descriptions for Liaison Officer and the Documentation/Information Officer. Establish salary levels for the positions. Both will answer to the Project Director and Project Officer in the U.S. Examples of duties: staff the Advisory Council in Burkina Faso; make arrangements for visiting consultants; attend training and technical assistance visits; collect evaluation reports of these activities; process subproject proposals for review by the Council; monitor and prepare project reports; maintain contact with project participants, USAID/Burkina appropriate GOB agencies, and others as needed; keep records and take pictures

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for project documentation; prepare newsletters and information pieces and other duties as required.

Qualifications include:

- General natural resource background required.
  - Bilingual, French and English required (with knowledge of local languages desirable).
  - Good communications skills, written and spoken. Writing skills sufficient to write articles for newsletter, take minutes at meetings, prepare reports, etc.
  - Good organizational skills. Experience with a PVO/NGO or relevant government agency is preferred. Experience at the village level is required. Knowledge of and good relations with the GOB required.
  - Ability to facilitate rather than direct. Excellent interpersonal skills required.
  - Computer skills are a decided advantage.
- c. Advertise position to participant groups through the BF Council. Interview and hire.
- d. The Liaison Officer will be the principal in-country representative of the Center. He/she will come to the U.S. during the first year for further project orientation, to meet U.S. University and PVO participants, and to report on project progress. (The Documentation Officer will travel to the U.S. at a later time.)

7. First Projects Funded

The first pilot projects will be funded following the recommendations of the Burkina Faso Council and the

Technical Support Committee. Subcontracts with participating PVOs will be developed and signed, clearly outlining the goals and responsibilities for the village-level project, reporting, monitoring and evaluation requirements, timeliness for project completion and other information deemed necessary.

B. Second Quarter

1. Second Round of Advisory Council Meeting in Burkina Faso

- a. Review progress to date. Address problem areas. Make recommendations for change where needed to U.S. Council and project staff.
- b. Establish and implement proposal review panel.
- c. Select first pilot projects and forward to staff in U.S. for approval and funding and for action by the U.S. Technical Support Committee to provide necessary TA.
- d. Establish regimen for consultation visit, i.e., pairing with counterpart, visiting headquarters and project sites, visiting USAID Mission, providing liaison with CILSS, seminars at University of Ouagadougou or PVOs/NGOs and consultant reports.
- e. Review Operations Manual, reporting system and communications system. Make recommendations as needed.

2. Second Round of Technical Support Committee Meetings in U.S.

- a. Review progress to date, address problem areas, make recommendations to staff and to Burkina Council.
- b. Review first village-level proposals sent from Burkina Faso Council. Determine how to best meet TA requests and set up best team to respond to needs expressed. Send proposed team list to Burkina for approval, include dates available, vitas, etc.
- c. Review operations manual, reporting system, communication system. Make recommendations as needed.

3. Set up system for provision of technical assistance.

- a. Establish roster of technicians. Include language skills, availability, area(s) of expertise, overseas experience and times available.
- b. Develop and implement Memorandum of Understanding (MOU) with participating universities for the provision of faculty for the project.
- c. Set up project review panel to review project requests for TA and, with the staff, make recommendations on proper staff or teams of staff to fill requests.

#### 4. Orientation for U.S. Technicians

- a. Develop orientation and manual, with lists of contacts, etc., for technicians going to Burkina. Human and material resources for the orientation might include working with the Embassy of Burkina Faso, and Burkinabes currently in the U.S. when possible. Others might include returned PCVs from Burkina; materials and visiting staff in U.S. from Africare, SCF, LWR, and CRS; as well as AID personnel who have served in Burkina. Activities and curricula should cover:
- Practical information about the airport in Ouagadougou and getting around in Burkina Faso. Communicating via telex and FAX.
  - The people of Burkina, social structures, role of men, women, children, the elderly, common courtesies, and protocol in the villages, etc.
  - Geography and history of Burkina Faso, government structure, relationship to the United States.
  - Project background, participants, structure, goals, long-term nature of the project.
  - How the project fits in with the Five-Year Plan of Burkina Faso, the Village Land Management Project of the World Bank, and the goals of the USAID Mission in Burkina.

- Familiarization with other development activities taking place in Burkina Faso.
- Orientation to agriculture in Burkina Faso: soil types, crops grown, weather.
- Role of technicians in the project, establishing on-going relationships with project implementers, PVO staff, GOB, beneficiaries.
- Reporting responsibilities.
- Review of agricultural/development terms in French.
- What to bring, travel arrangements, medical necessities.

b. Hold initial orientation program for faculty consultants most likely to go to Burkina. Participation in the various sections of the orientation program by specific individuals selected as technicians will depend on their level of experience, including recent service in Burkina Faso. Experienced consultants may also serve as resource persons for the orientation.

5. Orientation for Faculty/ Counterparts in Burkina Faso

a. Develop orientation and manual, with lists of contacts, etc., for faculty members of the University of Ouagadougou and/or other technicians from agencies of the GOB who will be working in partnership with U.S.

technicians. Human and material resources might include PVO staff in Burkina; USAID and/or U.S. Embassy Burkina personnel. Activities and curricula should cover:

- Project background, participants, structure, goals, long-term nature of the project.
- How the project fits in with the Five-Year Plan of Burkina Faso, the Village Land Management Project of the World Bank, and the goals of the USAID Mission in Burkina Faso.
- Familiarization with other development activities taking place in Burkina Faso.
- Role of technicians in the project, establishing on-going relationships with project implementers, PVO staff, GOB, beneficiaries.
- A description of the Center for PVO/University Collaboration in Development and the institutional membership involved in the VLNRMP project.

6. Informational Newsletter

The first issue of a semiannual bilingual informational newsletter will be published and disseminated.

C. Third Quarter

1. Project Implementation and Initial Consultancies

Provide initial TA/TR consultancies in Burkina Faso as

requested by the in-country council and reviewed and approved by the U.S. council.

2. Hold Third Round of Advisory Council Meetings

These meetings will be open for whatever business is appropriate at this stage of the project including reports on progress, problems, etc., of projects being implemented. Consultants will be in Burkina Faso during this period. It is suggested they attend the Burkina Advisory Council meeting to report on their work, make suggestions, and to listen and learn about the project generally. On return to the U.S. it is suggested these same consultants attend the U.S. Technical Support Committee meeting if possible to report on their work, make suggestions, and continue the learning process. In any event, the consultants will submit written reports to the project office and to both advisory councils.

D. Fourth Quarter

1. Additional TA/TR consultancies as required

2. Final Round of Council Meetings for First Year

- a. Both councils will review progress of project by:
- Actual village progress, involvement, plans.
  - How is the collaborative mechanism working? Is TA

↑

delivered on time and in a manner useful to the project beneficiaries? What changes, if any should be made?

- Are women being included in project planning and implementation?
- How is the staff of the project doing? Are they responsive to needs? Are the project director, liaison and project officer accessible and helpful? Any suggestions?
- Are any mid-course corrections or changes needed to make the project more effective or to bring it closer to addressing the goals of the project?
- How are relationships to Government of Burkina Faso, University of Ouagadougou, PVOs, counterpart organizations, USAID and Embassy, and all others?

b. Design Work Plan for Project Year Two

3. Newsletter

Second Issue of Bilingual Informational newsletter published and disseminated.

4. End of First Year Activities

- a. First annual report prepared and submitted to AID Washington, USAID Mission Burkina Faso, all project

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participants, World Bank, other interested development organizations, etc.

b. Project review held with AID.

5. Sahel Communication Network

Develop information exchange with institutional members of the Center for PVO/University Collaboration in Development that are actively involved in other countries along the Sahel to begin looking for future growth possibilities as the Village Level Renewable Resource Project develops.

F. GLOBAL FINANCIAL PLAN

FINANCIAL PLAN  
PILOT VILLAGE LEVEL NATURAL RESOURCES MANAGEMENT PROJECT

(Revised September 12, 1989 and February 1990)

	YEAR I		YEAR II		YEAR III		TOTAL LOP	
	AID	CILSS/OTHER	AID	CILSS/OTHER	AID	CILSS/OTHER	AID	CILSS/OTHER
Pilot Project Grants	\$350,000.00		\$450,000.00		\$200,000.00		\$1,000,000.00	
Technical Assistance/ Training (App. 543 U.S. consultant days @ \$175 per day and 543 B.F. consultant days @ \$40 per day)	\$85,000.00		\$90,000.00		\$95,000.00		\$270,000.00	
Project Support Office Burkina Faso								
Liaison, Facilitation Documentation, Monitoring and Information/Dissemination	\$67,774.00	\$50,000.00	\$44,200.00	\$50,000.00	\$44,500.00	\$50,000.00	\$156,474.00	\$150,000.00
Project Support - PVO/ University Center (Administrative Direction/ Project Management)	\$193,226.00		\$183,800.00		\$151,500.00		\$528,526.00	
Monitoring/Evaluation/ Audit	\$4,000.00		\$32,000.00		\$9,000.00		\$45,000.00	
<b>TOTAL</b>	<b>\$700,000.00</b>	<b>\$50,000.00</b>	<b>\$800,000.00</b>	<b>\$50,000.00</b>	<b>\$500,000.00</b>	<b>\$50,000.00</b>	<b>\$2,000,000.00</b>	<b>\$150,000.00</b>
	<u>\$750,000.00</u>		<u>\$850,000.00</u>		<u>\$550,000.00</u>		<u>\$2,150,000.00</u>	

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SUBJECT: AID/M REVIEW OF UNSOLICITED PROPOSAL FROM THE  
CENTER FOR PVO/UNIVERSITY COLLABORATION IN DEVELOPMENT

1. AFR/PO CONVENED A PROJECT COMMITTEE (PC) TO REVIEW THE SUBJECT PROPOSAL ENTITLED VILLAGE-LEVEL RENEWABLE RESOURCES MANAGEMENT PROJECT FOR BURKINA FASO. THE COMMITTEE CONSISTED OF REPRESENTATIVES FROM AFR/SVA, AFR/DP, AFR/TR/ANR, S AND T/AG, AND BIFAD. THE COMMITTEE WAS GENERALLY IMPRESSED WITH THE OVERALL QUALITY OF THE CENTER'S PROPOSAL. THE COMMITTEE RECOMMENDS, SUBJECT TO MISSION CONCURRENCE AND AVAILABILITY OF FUNDS, AT LEAST A TWO-YEAR OR, PERHAPS, EVEN A THREE-YEAR INVESTMENT IN THE PROPOSED ACTIVITY. IF THE LATTER CAN MISSION ACCOMMODATE WITHIN ITS OYB? THIS CABLE WILL NOT SUMMARIZE PROPOSAL SINCE WE UNDERSTAND MISSION IS AWARE OF SAME. RECORDED BELOW ARE THE MAJOR CONCLUSIONS OF THE AID/M REVIEW.

2. IMPLEMENTATION PERIOD FOR PILOT PHASE. THE COMMITTEE IS IN BASIC AGREEMENT WITH THE PROJECT'S PILOT PHASE; I.E., TO DEMONSTRATE THE ABILITY OF PVO/HGO

PARTNERS TO WORK COLLABORATIVELY WITH UNIVERSITIES AND RURAL-BASED COMMUNITIES IN PLANNING, IMPLEMENTING AND EVALUATING VILLAGE-LEVEL RENEWABLE RESOURCE ACTIVITIES. THE PROPOSAL SUGGESTS A TWO-YEAR PILOT ACTIVITY WHICH, IF SUCCESSFUL, WOULD BE FOLLOWED BY A FURTHER EIGHT-YEAR, EXPANDED LEVEL OF EFFORT. THE COMMITTEE QUESTIONS WHETHER TWO YEARS IS SUFFICIENT TO PROPERLY TEST THE CONCEPT. AFR/TR BELIEVE THAT A MINIMUM OF TWO OR THREE GROWING SEASONS IS NECESSARY TO PROPERLY TEST THE TECHNOLOGIES FOR MANAGING RENEWABLE RESOURCES. IF PVO SUB-PROJECT ACTIVITIES ARE DECIDED AND READY TO GO (OR ALREADY UNDERWAY), TWO YEARS MAY BE SUFFICIENT. IF NOT, THE COMMITTEE RECOMMENDS A THREE-YEAR PILOT PHASE.

3. PROJECT FUNDING. A. PILOT PHASE: ASSUMING THE MISSION AND THE CENTER FOR PVO/UNIVERSITY COLLABORATION IN DEVELOPMENT REACH AGREEMENT ON THE PROPOSED PROJECT, THE AFRICA BUREAU IS PREPARED TO PROVIDE FUNDING FOR THE FIRST YEAR'S BUDGET; I.E. DOLS 200,000. AN ADDITIONAL DOLS 300,000 COULD POSSIBLY BE MADE AVAILABLE FROM SAHEL REGIONAL DELEGATIONS. ASSUMING NO CHANGE IN THE PROPOSED BUDGET, THE MISSION WOULD NEED TO PROVIDE AN

ADDITIONAL DOLS 450,000 IN YEAR TWO AND FULLY FUND YEAR THREE, IF A THIRD YEAR IS DEEMED NECESSARY. ALTERNATIVELY, THE MISSION MAY WANT TO SCALE THE PILOT PHASE DOWN AND/OR SEEK FINANCIAL CONTRIBUTIONS FROM THE OTHER PROJECT PARTICIPANTS.

B. BEYOND THE PILOT PHASE. THE SEVEN OR EIGHT YEAR LEVEL OF EFFORT IN THE POST PILOT PHASE RAISES A MORE DIFFICULT FUNDING QUESTION. ASSUMING A SUCCESSFUL PILOT PHASE, THE MISSION WILL NEED TO CONSIDER THE DEGREE TO WHICH IT COULD FINANCE SUCH A PROGRAM FROM ITS OWN RESOURCES IN THE POST PILOT PHASE. MOREOVER, THE PROPOSAL SUGGESTS THAT THIS SECOND PHASE WOULD LIKELY BE GREATLY EXPANDED AND, THEREFORE, MORE EXPENSIVE ON AN ANNUAL BASIS.

C. BUDGET SPLIT BETWEEN PROJECT GRANTS AND ADMINISTRATIVE/TECHNICAL SUPPORT. THE ILLUSTRATIVE BUDGET FOR THE TWO-YEAR PILOT PHASE WOULD ALLOCATE AROUND 40 PERCENT FOR PILOT PROJECT GRANTS AND THE BALANCE FOR ADMINISTRATIVE AND TECHNICAL SUPPORT. THE COMMITTEE REQUESTS THAT MISSION SEEK TO NEGOTIATE A BUDGET WHERE AT LEAST 50 PERCENT OF THE PROJECT'S RESOURCES ARE DEVOTED TO PILOT PROJECT GRANTS.

4. NATURE OF PVO RENEWABLE RESOURCE MANAGEMENT INTERVENTIONS, PAST AND FUTURE. THE COMMITTEE FELT THAT

THE PROPOSAL WAS LACKING IN TWO KEY RESPECTS: (1) THERE WAS NO INFORMATION ON ACHIEVEMENTS OF SIMILAR PVO INTERVENTIONS IN THE SAHEL; AND (2) THERE WERE NO QUANTIFIABLE OBJECTIVES INDICATED FOR FUTURE PVO ACTIVITIES. THE COMMITTEE BELIEVES THIS INFORMATION SHOULD BE INCLUDED IN THE FINAL PROPOSAL TO ASSURE ALL PARTIES CONCERNED THAT VIABLE, SUSTAINABLE ACTIVITIES OF THIS NATURE ARE ACHIEVABLE AND THE EXPECTED RESULTS WARRANT THE INVESTMENT.

5. WORLD BANK'S VILLAGE LAND MANAGEMENT PROJECT RELATIONSHIP. WHILE THE COMMITTEE RECOGNIZES THAT THE PARTICIPATING PVOS AND UNIVERSITIES ARE OPERATING ELSEWHERE IN THE SAHEL AND WILL BRING MUCH RELEVANT INFORMATION TO BEAR ON THE PROJECT, OTHER LINKAGES ARE LESS CLEARLY DEFINED. IN PARTICULAR, THE PROJECT'S CONNECTION TO THE VILLAGE LAND MANAGEMENT PROJECT IS NOT WELL DEFINED. PERHAPS THE PROPOSED ADVISORY COUNCIL IN BURKINA FASO COULD INCLUDE A REPRESENTATIVE OF THE WORLD BANK'S PROJECT TO ENSURE THE APPROPRIATE LEVEL OF COMPLEMENTARITY BETWEEN THESE TWO ACTIVITIES WITH SIMILAR OBJECTIVES.

6. MONITORING AND EVALUATION. IF THE PILOT PHASE IS TO SERVE ITS INTENDED PURPOSE, CAREFUL ATTENTION MUST BE GIVEN TO ESTABLISHING BASELINE DATA AND CAREFULLY MONITORING AND MEASURING THE IMPACT OF SUB-PROJECT ACTIVITIES ON THE TARGETED PARTICIPANTS AND THEIR ENVIRONMENT. WHILE THE PROPOSAL ADDRESSED THIS CONCERN, GENERALLY, THE MISSION WILL NEED TO FOCUS ON THIS SUBJECT TO ENSURE PROCEDURES AND RECORDS ARE ADEQUATE FOR THIS CRITICALLY IMPORTANT TASK. RECOMMENDED ALSO IS THE NEED FOR AN OBJECTIVE EXTERNAL EVALUATION AT THE END OF THE PILOT PERIOD.

7. NEXT STEPS. SINCE THIS PROPOSAL IS FOCUSED ON BURKINA FASO, THE COMMITTEE BELIEVES THE MISSION SHOULD NEGOTIATE DIRECTLY WITH THE CENTER SHOULD IT DECIDE TO PURSUE THIS MATTER FURTHER. THE BUREAU FUNDING DISCUSSED IN PARAGRAPH 3A ABOVE IS AVAILABLE IN FY-1990, BUT CANNOT BE ASSURED THEREAFTER. PLEASE LET US KNOW MISSION'S POSITION ON THIS PROPOSAL AS SOON AS

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POSSIBLE, IN PARTICULAR, THE PROSPECTS AND TIMING FOR AN  
FY-89 OBLIGATION. ALSO, IF MISSION ELECTS TO PROCEED WITH  
THIS PROPOSAL, PLEASE INDICATE HOW FUNDING FOR YEAR 2 AND  
YEAR 3 (IF A THIRD YEAR DEEMED NECESSARY) WOULD BE ACCOM-  
MODATED IN MISSION'S OYB FOR THOSE YEARS. BAKER

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NOTICE OF MEETING

TO See Distribution

FROM: AFR/PD/SWAP:M.E. Brown *M.E. Brown*

SUBJECT: Burkina Faso - Unsolicited Proposal/Village Level Renewable Resources Management, Western Carolina University

In preparation for below scheduled project committee meeting, the attached sections from subject unsolicited proposal are provided. The original copy of the proposal with attachments thereto can be obtained from Millie E. Brown, Room 2733-A, Tel. 7-7887.

Date	May 5, 1989
Time	10:00 A.M.
Place	Room 2733-A. AFR/PD/SWAP Conf. Room.

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Attachment/as

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**VILLAGE-LEVEL RENEWABLE  
RESOURCES MANAGEMENT PROJECT  
FOR BURKINA FASO**

**An Unsolicited Proposal  
to U.S.A.I.D.**

Submitted to:

West African Sahel Division AFR/SWA/SRO  
Washington, D.C.

Submitted by:

The Center for PVO/University  
Collaboration in Development  
Western Carolina University  
Cullowhee, NC 28723  
(704) 227-7492

Contact: Ms. Nancy Blanks

25 April, 1989

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## ATTACHMENTS

- A. List of Members of the Center for PVO/University Collaboration in Development
- B. Statement of Support - Government of Burkina Faso
- C. Burkina Faso Project Paper
- D. Inventory of University Resources
- E. Capabilities of Universities
- F. Capabilities of U.S. PVO Participants
- G. VITA's Natural Resource Management Capabilities
- H. Data Collected by Save the Children on Saponé
- I. Letters of Commitment

## INTRODUCTION

With the 1990s around the corner, it is time to investigate innovative, common sense approaches to development. Funding sources are bombarded with proposals they cannot fund. The complaint that efforts are being duplicated and we do not learn from our mistakes is commonplace. The needs of the developing world are growing at an exponential rate and many development professionals are throwing their hands in the air in frustration. The proportion of the problems which continue to attack the already overstressed environments of Sub-Saharan Africa has become overwhelming.

The Village-Level Renewable Resource Management Project (VLRMP) in Burkina Faso does not attempt to address every issue. It isolates one country and begins with proven programs already underway by Save the Children, U.S., Africare, Lutheran World Relief and Catholic Relief Services. The VLRMP avoids duplication by working through two councils of committed representatives from agencies within the Government of Burkina Faso, the University of Ouagadougou, the U.S. universities and the PVOs. The VLRMP proposes to make U.S. university technical expertise available to the participating PVOs and local NGOs in Burkina Faso in a structured way. It recognizes the pivotal nature of building a project around village people and local organizations, focusing on their capacities to absorb outside assistance which complements their strengths. In short, it promotes human resource development as the weapon of choice against environmental deterioration.

There are many skeptics who say collaborative projects of this scope are unmanageable. We disagree. For five years the Center for PVO/University Collaboration in Development (PVO/University Center) has successfully managed a project comprising seven institutional participants with field projects in twenty-five countries. It is also responsible for facilitating collaboration in an on-farm seed project in its second year in Senegal and The

Gambia which involves eight PVOs, the Peace Corps, and one university.

## I. PROBLEM STATEMENT

Burkina Faso faces an interlocking complex of environmental and social problems that act as constraints on the development and proper utilization of the country's renewable resources. The continued overstressing of the environment, as is occurring elsewhere in Sub-Saharan Africa, is leading to long-term ecosystem damage that puts the future of the country at risk. These problems include: an inadequate water supply for the development of crops to meet the nutritional needs of the population; poor quality of soil; the need for enlightened reforestation, woodlot management and agroforestry programs; insufficient technology transfer to empower village residents; and lack of financial and technical support for village-based activities to address these concerns.

## II. PROJECT OVERVIEW

The Village-Level Renewable Resource Management Project addresses the need to assist rural residents as they fight for survival by helping them to protect and strengthen the fragile ecosystem of Burkina Faso through collaboration among rural villagers, U.S. and local NGOs, U.S. universities, the University of Ouagadougou and the Government of Burkina Faso. The project provides assistance in several ways. First, PVOs and local NGOs with projects underway will provide the support and supervision necessary for village-level project implementation. Technical assistance and training will be provided by nine U.S. universities committed to service the project for at least ten years. During that time, in-country institutions will be called upon for advice and assistance and U.S. university consultants will strive to fortify the in-country capacity to meet their own needs in the future.

Management of the project rests with the Center for PVO/University Collaboration in Development which has a history with complex collaborative projects. The PVO/University Center will document the project in an effort to provide a method for expansion and possible replication, in other Sub-Saharan countries. It will also actively encourage exchange of information among the participants and other interested parties.

### III. GOALS AND OBJECTIVES

#### A. Project Goal

To improve the capacity of local people and institutions in Burkina Faso to manage and develop their renewable resources in order to reverse the trend toward long-term ecosystem damage there and throughout Sub-Saharan Africa.

#### B. Goal of Pilot Phase

To implement several projects in selected areas of Burkina Faso which demonstrate the ability of selected U.S. universities to supply the technical and training assistance necessary to developing PVO/NGO-sponsored village-level renewable resource development and management projects; and to demonstrate the ability of PVO/NGO partners to work collaboratively with these universities and others in planning, implementing, and evaluating village-level renewable resource activities as justification for implementing a full-fledged, countrywide project over a ten-year period.

#### C. Objectives of Pilot Phase

- To strengthen the ability of local institutions to meet the needs of development organizations which are conducting renewable resource management projects.

*time frame for pilot activities how will determination be made for 10 yr. effort*

*Local NGOs PVOs - or local community 106?*

- To establish village-level renewable resource management projects in selected areas of Burkina Faso.
- To develop a system for providing appropriate technical consultations and training sessions by U.S. university consultants to selected U.S. PVOs and local NGOs which are conducting renewable resource management activities in Burkina Faso.

#### IV. PROJECT BACKGROUND

##### A. Center for PVO/University Collaboration in Development (PVO/University Center)

The PVO/University Center is a network of private and voluntary organizations (PVOs) and universities formed to better serve the needs of people in developing countries. (See Attachment A for list of members.) The current network of fifteen universities and nineteen PVOs provides technical assistance, training and other forms of program support for a wide range of development activities with particular emphasis on improving the development, management, and conservation of renewable resources. The PVO/University Center prides itself on being a facilitator, an experienced practitioner in coordinating multi-source development assistance, and an interpreter of the needs, skills, and operational methods of the collaborating organizations and project participants.

##### B. Origin of the Proposed Program for the Development and Management of Renewable Resources in Burkina Faso

Over the last three years, through the efforts of the World Bank and the PVO/University Center, a series of meetings have been held with FEER (the Government of Burkina Faso organizational entity responsible for

managing and coordinating activities under the World Bank supported Rural Development Fund) and other organizations working in Burkina Faso that are concerned with rural development and renewable resources. A meeting took place in Burkina Faso November 23-30, 1988, which led to the framing of the Village-Level Renewable Resource Management Project (VLRMP) designed to assist the Government of Burkina Faso, local groups and communities, and PVOs and local NGOs to more effectively develop and manage the renewable resources of the country. Participants included the PVO/University Center and member universities, FEER, SPONG (the Permanent Secretariat of NGOs in Burkina Faso), BSONG (the GOBF bureau which monitors nongovernmental organizations), the Burkinabe director of the World Bank's Village Land Management Project, the University of Ouagadougou, four U.S. PVOs with development efforts underway in Burkina Faso (Africare, Catholic Relief Services, Lutheran World Relief, and Save the Children, U.S.). Support for the PVO/University Center visit was received from the Energy Development Institute (EDI) and the Natural Resource Management Systems (NRMS) project of AID. Seven U.S. university participants—Auburn University, the University of Georgia, the University of Maine, Mississippi State University, Western Carolina University, and Virginia Polytechnic Institute and State University--attended the meeting under the auspices of their respective universities. The World Bank provided the impetus for initiating discussions with FEER about the VLRMP and also has been an active participant in this three-year process. World Bank representatives attended part of this meeting.

C. Connection to the Village Land Management Project of the World Bank

The Village Land Management Project of the World Bank is designed to improve natural resource management

throughout Burkina Faso with a focus on village land development. The project, developed and managed by Dr. Jeffrey Lewis, West African Agricultural Officer of the World Bank, is presently in its pilot phase. It has multilateral funding with \$500,000 from the World Bank and six million dollars in co-financing primarily from the European Community.

It will be implemented through the development of land use plans by village and pastoral groups. These plans will be implemented by contractual linkages to a Natural Resource Village Rural Development Fund.

The basis of the Village Land Management Plan is:

1. To mark village and pastoral boundaries with portions set aside for specific land use;
2. To take action to develop the Village Land Plan with financing from the Natural Resource Village Rural Development Fund;
3. To improve legislation to make the Land Management Plan possible;
4. To encourage reorganization of GOBF units involved in land issues;
5. To develop geographic information systems;
6. To develop wildlife protection areas with an emphasis on buffer zones;
7. To address household energy use and conservation; and
8. To bring about policy reform, if and when appropriate.

Dr. Lewis heard about the village-level work of the Center for PVO/University Collaboration in Development and made an inquiry about the possible involvement of the PVO/University Center in the development of a renewable resource project in Burkina Faso using PVOs/NGOs as catalysts for implementing and supplementing the Village Land Management Project (VLMP). It is from this beginning that the Village-Level Renewable Resource Management Project developed.

As conceptualized the VLRRMP will bring a practical development aspect to the Village Land Management Project. The work done by Lewis and the World Bank with the GOBF and the general population has helped to set the proper climate for the enthusiastic adoption of the Village-Level Renewable Resource Management Project by the government, organizations and people of Burkina Faso. In fact, FEER, the GOBF organization established by the World Bank to manage the VLMP has been instrumental in developing the project concept over the past three years and is represented on the advisory council. The PVO/University Center has agreed to keep the VLMP's office informed of the VLRRMP's activities. Moreover, FEER has agreed to contribute \$50,000/year to the VLRRMP. These combined efforts will provide a promising model for the management and development of lands and people in other countries of the Sahel.

## V. VLRRMP Concept

### A. Introduction

The general concept of the VLRRMP is based on the need to find ways to reverse the trends toward long-term ecosystem damage which are occurring in Burkina Faso and throughout Sub-Saharan Africa. It is now a commonly held view in development that methods of renewable resource management which involve rural people themselves as active planners and participants

must be researched, strengthened and broadly implemented if efforts to restore and protect the environment are to be achievable and sustainable. Drawing on the existing experience and skills of village people is a key aspect of the project.

B. Need for Village-Level Organization

Each village or rural area involved in the project needs a supportive organization to work with rural residents, a community group to manage the local resources, to identify local needs, to request funding, to do selected training, to make appropriate contacts with the GOBF, and to keep the local effort on target. This role will be carried out by PVOs and local NGOs currently operational in Burkina Faso. Oversight for these efforts will be provided by the advisory council in Burkina Faso. Through this project, village people will develop and strengthen skills in sustainable, ecologically regenerative agricultural and pastoral systems. A project liaison office staffed by Burkinabes will be established in Burkina Faso to staff the advisory council, act as liaison with the PVO/University Center, promote the VLRRMP and network with projects in neighboring countries which might later become vehicles for replication.

C. Need for Accessible Technical Expertise

A critical need of village-level efforts in renewable resource management is readily accessible, ongoing technical assistance appropriate to the environment. The nine U.S. universities committed to the project have a variety of technical expertise which will be available to the project over a ten-year period. 7  
Technicians will come to Burkina Faso to work with a local group or groups to provide assistance in the following ways: carry out feasibility studies, identify potential in-country expertise, develop work plans,

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assist implementation efforts, train local residents and PVO/NGO staff, review and evaluate project progress, problem solve and assist in any other way deemed appropriate.

D. Endorsement of the Project by the Government of Burkina Faso

The Government of Burkina Faso sees the VLRRMP as contributing to the goals defined in its Five-Year Plan, as well as providing a practical method of implementing the Village Land Management Plan. (See Attachment B for the GOBF's statement of support.) By drawing on the existing plan for the development of Burkina Faso and using the priorities for action outlined therein, the project will be able to direct support to specific activities that address village and community needs and increase efforts in the areas of:

- research and projects toward nutritional self-sufficiency;
- conservation, protection, and improvement of the environment; and
- strengthening in-country support networks.

E. Testing the Project Design

It is proposed that the two-year pilot phase of the project involve implementation in two large zones: the Department of Saponé and the Province of Bam. This phase would test the project design and the collaborative process for the ten-year project envisaged.

Specific activities identified by project partners as priorities to date are as follows:

- development and management of small water impoundments;
- anti-erosion activities;
- reforestation and woodlot management;
- improved crop production and storage techniques;
- village water works;
- integrated pest management plans;
- fish culture programs; and
- community and adult education.

F. Consideration of Women

The VLRRMP will provide special consideration for women. Women are now, by far, Africa's primary food producers. They remain in the village after the men are driven to the cities or other countries in search of work. All organizations involved in the VLRRMP are cognizant of this reality in Burkina Faso. In designing and implementing this project, Burkinabe women's input will be sought and respected. As active participants and partners in the project, they will have equal opportunities to be beneficiaries of training, education, technical assistance, and other project resources. It is intended that the baseline surveys conducted by the University of Ouagadougou in the earliest stages of the project will provide gender specific indicators for optimal field project planning.

G. Opportunities for Replication

As the collaborative project is implemented in Burkina Faso, it will be monitored and evaluated for adaptation

and potential replication of project methodology in other Sahelian countries. Linkages with other Sahelian countries and development agencies assisting those countries including the USAID missions, the World Bank, and multilateral agencies will be developed to facilitate information exchange and the possible sharing of appropriate technical expertise provided under the Burkina Faso project.

Many of the PVOs and universities participating in the PVO/University Center network are operating elsewhere in the Sahel and they will provide additional channels and opportunities for application and replication of project methodology. During the life of this project information exchanges will be established and maintained with the network members in adjoining Sahelian countries. The On-Farm Seed Project, already mentioned, is a prime example of a complementary project along the Sahel which has the potential to expand into similar activities as those of VLRRMP. Visits to project sites and conferences to inform others of the methodology and its practical applications will be held in Burkina Faso to further strengthen the likelihood of replication in other countries.

## VI. PROJECT ORGANIZATION

### A. Introduction

The structure of the project has evolved from extensive consultation with a variety of institutions and organizations in Burkina Faso, as well as the experience gained by the PVO/University Center from collaborative projects currently underway.

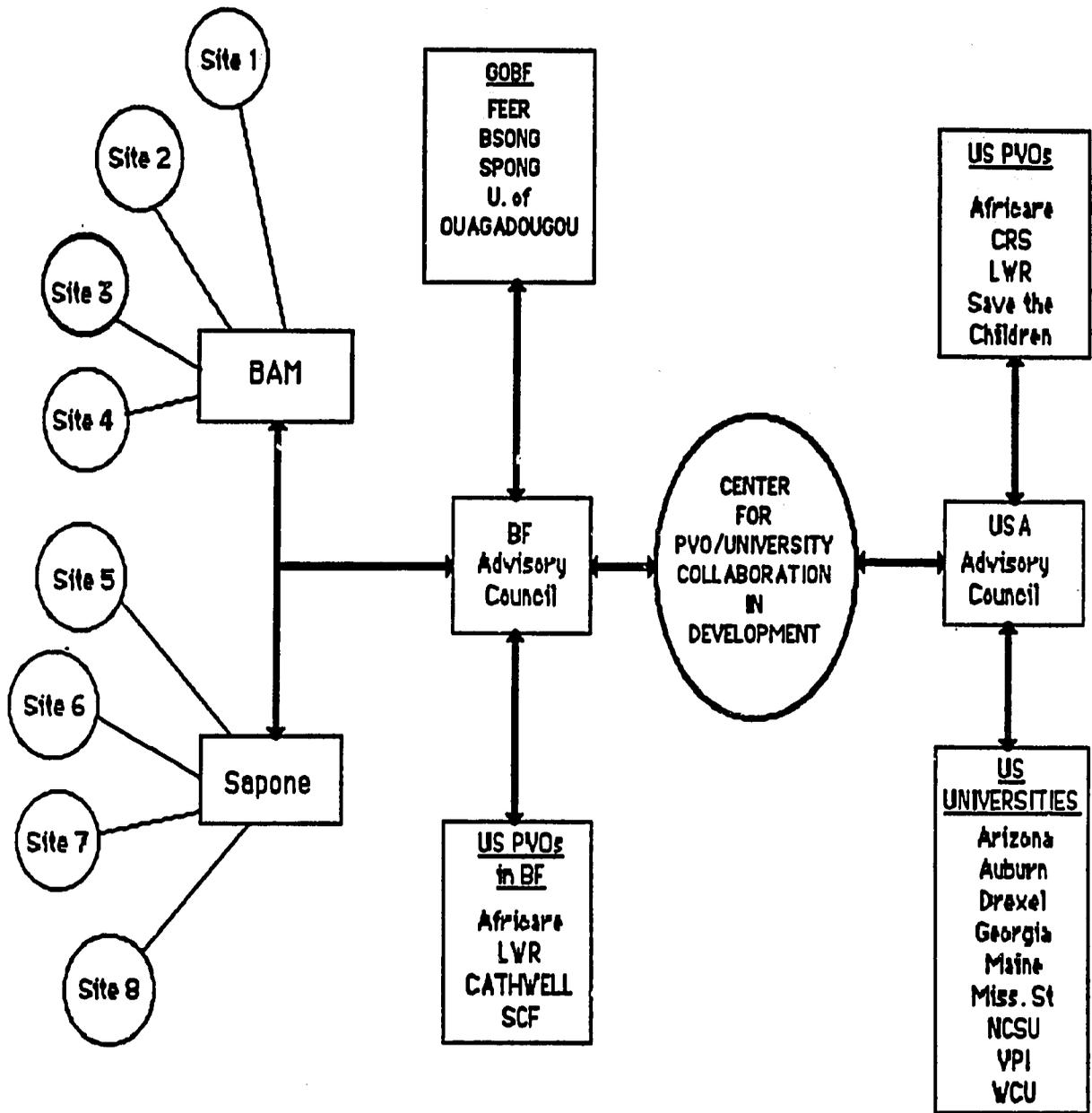
The PVO/University Center will administer the project providing: fiscal management, communications between and among the many participants, problem solving,



consultation with the PVO/University Center. It is this council that chose the two pilot areas to test the design of the project and the delivery of technical expertise in diverse geographic and ethnic areas of the country. In December 1988, this council developed a project plan for the initial efforts of this project. (See Attachment C for translation from French.)

In the United States, the Advisory Council is made up of representatives from the headquarters of four U.S. PVOs involved in the project and from all nine of the U.S. universities. Dr. Jeffrey Lewis of the World Bank has also agreed to serve on the council to represent the concerns of the Village Land Management Project. The task of this group is to provide oversight to the project, provide communication between the headquarters of U.S. PVOs and their field representatives in Burkina Faso, review technical aspects of proposals recommended for funding by the Burkina Faso Advisory Council, review requests for technical assistance from Burkina Faso and select the best experts available from the participating universities to answer these requests.

C. Organizational Chart



D. Roles of Project Participants

1. Center for PVO/University Collaboration in Development

The PVO/University Center will have overall responsibilities for administration and coordination of the project in both the U.S. and Burkina Faso. Western Carolina University acts as

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fiscal agent for the PVO/University Center under agreement with the Center's Governing Board. Specific responsibilities of the Center are:

- site of the project office;
- management, facilitation, coordination, and support of the collaborative process involving all project participants;
- coordination and facilitation of technical assistance requested from Burkina-based project partners (including screening, scheduling, orientation, travel, and monitoring and evaluating technical assistance and training inputs);
- identification, provision, and oversight of additional technical assistance relevant to the project;
- fiscal management and financial reporting;
- staff support for the U.S. advisory council and backstopping of the Burkina Faso advisory council for the project;
- data collection, information exchange, and reporting; and
- project monitoring and evaluation.

The PVO/University Center draws on five years of successful experience in collaboration between universities and PVOs in several projects:

- The Water Harvesting/Aquaculture Project, with technical expertise provided by Auburn University to six U.S. PVOs--CARE, Catholic

Relief Services, Church World Service, Heifer Projects International, Lutheran World Relief and Save the Children, U.S.--has provided technical assistance, training, and project support to PVO and local projects in forty-one countries in Africa, Asia, and Latin America.

- The On-Farm Seed Project in the Gambia and Senegal is providing technical assistance and training in production and storage of seeds to local farmers through PVOs/NGOs, the United States Peace Corps and a variety of local and government organizations. Winrock International Center for Agriculture is the contract holder, Mississippi State University the technical provider, the PVO/University Center provides the collaborative support function, and U.S. and local NGOs are the project implementers.
  
- As an associate in the AID-funded Natural Resource Management Project directed to four African countries yet another mode of collaboration is being tested. The Experiment in International Living along with CARE and the World Wildlife Federation are the contract holders with a number of organizations including the PVO/University Center as an associate. The project is in its earliest stages.
  
- Throughout the PVO/University Center's history, conferences and workshops have been held to explore issues of concern to the institutional members. From those meetings, many proposal ideas have been born and project development activities have ensued. Some ideas came to fruition while others did not, but even the ideas that were filed away achieved the overall

goal of the Center: to facilitate collaboration and exchange of information among the university and PVO development communities.

2. United States Universities

The university members of the PVO/University Center network will provide, over the life of the project, a variety of types of short-term technical assistance and training for village projects in Burkina Faso as identified by in-country project participants. (See Attachment D: Inventory of University Resources.) University members expressing an interest in participating in the project to date with some of their expertise relevant to this project highlighted, include:

- a. Auburn University -- the collection of rainwater in ponds and its use in fish culture, garden irrigation, and livestock raising; agro-forestry; soil conservation; pest management; and watershed management;
- b. University of Arizona -- the improvement, use, and protection of arid and semiarid lands;
- c. Drexel University -- engineering-based appropriate technology with emphasis on designs which are applicable to the needs of developing countries;
- d. University of Georgia -- many years of institutional development assistance to the University of Ouagadougou and specific expertise in its Institute of Environmental Management;

- e. University of Maine -- wide array of expertise in renewable natural resource development and management;
- f. Mississippi State University -- on-farm technical assistance in seed development and forest resources;
- g. North Carolina State University-- with wide experience in West Africa and agricultural practices in general;
- h. Western Carolina University -- under agreement with the Center, provides administrative support and fiscal management of the PVO/University Center;
- i. Virginia Polytechnic Institute and State University -- small farmer development and assistance to women in agriculture and small enterprise.

(For further information on capabilities of universities see Attachment E.)

3. United States Private Voluntary Organizations

The PVOs working in Burkina Faso, using their regular operational methods and organizational relationships, will act as designers, catalysts, supporters, and implementers of in-country renewable resource management projects. They will cooperate with local groups and GOBF agencies working at the village and rural level. U.S. PVOs often work closely with local NGOs, as demonstrated in the relationship between Save the Children and Association Vive le Paysan in Saponé. PVOs

currently operational in Burkina Faso and committed to participation in the project include:

- a. Africare -- carries out rural development projects with a primary focus on water resources development, particularly construction of multiple-use dams. Other projects include: soil conservation and reforestation, agriculture, village-based health services, institution building, and education and training.
- b. Catholic Relief Services -- conducts and supports local projects in community development, rural construction, agriculture, environmental improvement, water resources, health and nutrition.
- c. Lutheran World Relief -- works closely with local nongovernmental organizations (NGOs), local groups, and government counterparts in support of integrated village development projects involving water resources, dry season gardening, animal husbandry, health, literacy, and cooperatives.
- d. Save the Children -- employs a community-based integrated rural development strategy working through village development committees. Activities include education, health, water resources, dry season gardening, animal husbandry, small enterprise and handicrafts, cooperatives, and revolving loan funds.

(For further information on U.S. PVO project participants, see Attachment F.)

Other PVO members of the PVO/University Center are important resources for the project. Many of these

PVOs already have projects in adjoining Sahelian countries which might provide opportunities for replication in the future. Examples of other PVO expertise include: community agroforestry, conservation, water resource development, agriculture, animal husbandry, primary health care, appropriate technology, nonformal education, low-cost housing, rural organization and leadership training, and cooperatives. VITA, in particular, has expressed an interest in applying its expertise to the project. See Attachment G for VITA's statement of capabilities in natural resource management.

#### 4. Local Nongovernmental Organizations

There are over fifty local nongovernmental organizations registered in Burkina Faso. In November, the U.S. delegation visited multiple project sites of two very reputable ones, Association Vive le Paysan and Association des Volontaires pour le Développement. The VLRRMP will rely heavily on local NGOs for project implementation.

#### 5. Government of Burkina Faso

Since the project is seen by the Government of Burkina Faso as being implemented in relation to the Five-Year Plan, the various project partners will coordinate activities and resources with FEER and other GOBF agencies concerned with rural development and renewable resources. Appropriate GOBF resources, both human and material, should be available for the project as well. Particular emphasis will be placed on helping to develop and strengthen the capacity of the University of Ouagadougou and other government institutions to become more effective sources of technical support for rural projects. The University of Ouagadougou

has already tentatively agreed to require some students, prior to their graduation, to conduct baseline data surveys in the pilot zones to ascertain current environmental management practices. Their hope is to ultimately make the University of Ouagadougou more responsive to the needs of Burkina Faso.

## VII. IMPLEMENTATION ACTIVITIES

### A. Field Projects

The project budget, by design, places the majority of the budget toward the support of field projects. Having a broad range of expertise available on a long-term basis is intended to encourage PVOs and local NGOs to perform at their best. This accessibility to technical inputs will afford them the opportunity to pursue project ideas they may not have been willing to attempt before. Save the Children/Saponé and Africare/Bam will submit proposals for funding and technical support to the Burkina Faso advisory council. These proposals will outline goals and objectives, a two-year workplan, budget, and technical assistance and training needs. The Council must then make its recommendations for acceptance or revision based on the criteria for project selection to be established at the outset of the VLRRMP. Once a proposal is accepted, it will be reviewed by the U.S. advisory council to ensure the most suitable technical response.

### B. Technical Support to Field Projects

In coordination with the advisory councils, the project office will schedule university consultant visits. The technical support provided will be tailored specifically to the needs of the requesting PVO or local NGO. It might consist of anything from pre-site selection advice, to feasibility studies, to field

project implementation plans, training designs,  
specific technical problem solving, to periodic  
progress reviews. The technicians will leave at the  
end of the consultation but will be ready to return to  
assist in the next phase and will stay in touch with  
the project by telex and correspondence, backstopping  
PVO/NGO efforts as requested. In as much as possible,  
consultants will have local counterparts from the  
University of Ouagadougou or other GOBF agencies.  
Together they will provide consultancies whereby each  
partner will benefit from the other's knowledge. PVOs  
and local NGOs will have available to them appropriate  
technical assistance and training which is requisite to  
making their projects succeed. The objectives of the  
pilot phase emphasize the importance of strengthening  
the capacity of the University of Ouagadougou and other  
government institutions to carry out technical  
assistance and technology transfer to the rural areas  
that is appropriate and technically feasible under  
local conditions. The VLRRMP is extremely fortunate to  
have the University of Georgia as a participant with  
its long-term relationship with the University of  
Ouagadougou, and Burkina Faso in general.

*How this is to  
be done is  
what  
is the  
main  
concern*

Trainings may be conducted for PVO/NGO staff or  
villagers depending on the selected project needs.  
Hands-on opportunities for trainees will always be  
encouraged as integral aspects of training which is  
practical and worthwhile. Costs of consultancies will  
be reimbursed as they are incurred. Universities will  
be paid salary replacement costs and expenses. One of  
the project's strengths is that both project  
implementers and technical providers are fully  
committed to a long-term effort and will work through  
difficulties as they arise.

C. Documentation and Information Dissemination

If the pilot project is to test the feasibility of this collaborative approach, and if the project is to be replicated in other countries, careful consideration must be given to accurate documentation. Information must not only be made available to project participants but also to all interested members of the development community and renewable resource project participants in the Sahel. Specifically, information on the transfer of technology from university experts, to PVO/NGO project implementers, then to villagers must be recorded and disseminated. In addition, procedures/operations manuals and descriptive material must be developed and a bilingual newsletter published to successfully maintain a broad based level of understanding, enthusiasm and support for the effort. The project office will carry out these tasks using information collected from trip reports (required upon the return of each consultant), evaluations, and project participants. Publication of evaluation results will provide essential information for the development of further collaborative efforts.

D. Evaluation

The project will be evaluated at two levels. First, each consultancy will be evaluated by the recipient organization upon its completion; likewise, each training will be evaluated by trainees upon completion of the training. A simple form, approved by the two advisory councils, will be hand carried by each consultant to Burkina Faso. That completed evaluation form will be sent to the project office for ongoing monitoring of how well consultancies/trainings are performed. These evaluations will be essential tools for choosing informed and appropriate consultants and for continually updating the orientation provided to

consultants before their first trips. Second, the overall project will be evaluated at the end of the first and second pilot years. That evaluation will be based on how well the project is adhering to the goals and objectives set out in this proposal along with some basic indicators which the advisory councils will need to establish early on. Many of the institutions participating in the project have exemplary skills in evaluation and may be called upon by the advisory councils to conduct these yearly assessments as well as to design a long-term evaluation when the project advances past the pilot stage.

### VIII. ADMINISTRATION AND MANAGEMENT

#### A. Project Supervision

The PVO/University Center will be the project holder and provide oversight to the VLRRMP. Acting as the repository for all project monitoring, documentation and evaluation information, the PVO/University Center will serve as the hub of this multilateral trans-Atlantic effort. Constant communication with the project liaison office in Burkina Faso, with the two councils and with all participants will be a necessity for maintaining project clarity. These responsibilities will be assumed part-time by the Project Director, and full-time by the Project Officer and Documentation/Information Officer. The support staff of the PVO/University Center will join forces with the project team to set up the project office.

The existing staff of the PVO/University Center includes: an Executive Secretary with twenty years experience with CARE; the Division Director with five years experience as Peace Corps Country Director in Micronesia and seven years experience with the PVO/University Center, who has spearheaded the development of the VLRRMP; and the

*Do both positions exist now?*

*Nancy*

*127*

Documentation/Information Officer with Peace Corps experience in North Africa and intimate involvement with VLRRMP development.

The project office and administrative structure will be established during the initial pilot phase of the project and will not substantially increase in funding or staffing levels during the course of project implementation.

B. Support to Advisory Councils

Although the advisory councils will make all major policy decisions and select projects to be funded and provided with technical services, the PVO/University Center will provide the vital link between the two councils. A PVO/University Center staff person will organize and attend all U.S. advisory council meetings, minute the meetings, and maintain close communications with all council members. Whenever possible and necessary, a staff person from the Center for PVO/University Collaboration in Development will attend Burkina Faso council meetings. Likewise, the project liaison officer in Burkina Faso will fulfill similar duties in support of the council there and will have as top priority, the duty of keeping the PVO/University Center informed of all activities in country.

C. Fiscal Accounting

Under agreement with the governing board of the PVO/University Center, Western Carolina University will maintain all fiscal accounts of record. Accounts will be audited by the North Carolina State auditor on a regular basis. USAID and the Government of Burkina Faso will be provided fiscal reports on an annual basis.

*voucher paying office: USAID 70*  
*vouchers/payment requests monthly with cumulative expend's.*

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#### D. Reporting

To assure proper monitoring of all aspects of the project, the following system of reporting will be implemented. All meetings both in the U.S. and Burkina Faso will be minuted and minutes given to the PVO/University Center. Each consultancy will be followed by a trip report from the consultant and an evaluation from the recipient of the consultancy. Any field project which receives funding and/or technical assistance or training must complete and submit a brief report on a quarterly schedule (even if there has been no activity during a quarter) to keep the project office abreast of any developments and to be fiscally accountable. All relevant information about site visits and project development will be entered on a computerized data base for easy retrieval. This information will be compiled into yearly reports to USAID and the Government of Burkina Faso. These annual reports will include level of work, individual field project descriptions, fiscal and other resources used in the project, accomplishments on the local level, and summaries of technical assistance and training provided. Quarterly fiscal reporting will also be provided to the funding agencies.

#### IX. FUNDING

This project is designed as a ten-year project. The first two years costs are estimated at \$750,000 for the first year pilot phase, with an increase to \$800,000 the second year of the pilot when project activities will expand slightly. During the pilot phase, funding levels for years three to five will be determined. Those three years will see a rapid expansion of the project to other areas in Burkina and to other PVOs and NGOs. Costs will increase as this takes place. However, administrative costs will not substantially increase during this phase as the needed

too much  
too fast?

structures and personnel will already be in place. The final five years of the project will see the Village Level Renewable Resource Management Project being implemented across a large area of Burkina Faso. In addition activities will be underway to replicate these efforts in other Sahelian countries through the PVO and university membership of the Center for PVO/University Collaboration in Development.

AITD  
pays for the  
rest

The Government of Burkina Faso has agreed to contribute \$50,000 per year. The PVOs and NGOs have put a sizeable amount of money and effort into the project thus far and have agreed to provide in-country support for projects as well. Monies from this grant will be used by the PVOs/NGOs to actually implement identified renewable resource management activities. Local communities and groups will contribute labor, local materials, and other costs. The U. S. universities have already made a significant contribution in providing travel costs for staff to visit Burkina Faso and to attend advisory council meetings. Western Carolina University has provided substantial funding for project research and development costs to the PVO/University Center.

X. WORK PLAN

A. Pilot Year One

The first year of the pilot project will see rapid implementation due to the amount of preparation done by all participants prior to funding. The advisory councils, both in the United States and in Burkina Faso, are already in place with roles defined and representatives designated from the various participating organizations. The geographic areas of Bam and Saponé have been chosen by the Burkina Faso Council as appropriate areas for pilot activities. Africare (Bam) and Save the Children, U.S. (Saponé), are to implement the pilot activities in these areas.

13D

These PVOs are already in place in Burkina and are prepared to move rapidly into project implementation. (See Attachment H for data collected by SCF on Saponé.) Areas of development and needed expertise have been identified and pilot projects selected.

The PVO/University Center has received a ten-year commitment to the project from participants which have agreed on the project purposes. University faculty and their areas of expertise as well as depth of language skills have been identified. Interest in participating in the project has been elicited from these faculty. Finally, all participating universities have agreed to have their faculty participate on a salary replacement cost basis, rather than at more expensive consultant rates.

Given these facts, the first year of work will be used to design and implement an orientation program for faculty consultants; establish operating procedures for the advisory councils; develop simple systems of documentation and evaluation; establish criteria for in-country project approval; establish a project office in Burkina Faso; and approve and initiate pilot project activities in Saponé and Bam.

The major tasks are as follows:

1. Hold advisory council meeting in Burkina Faso to discuss location of project liaison office, qualifications of and recommendations to the PVO/University Center for hiring project liaison officer, baseline data information needed for project implementation, and criteria for project assistance and funding. Minutes of all council meetings will be circulated among participants.
2. Hire in-country project liaison officer and establish office in Ouagadougou.

3. Hold advisory council meeting in U.S. to discuss outcome of council meeting in Burkina Faso and to respond to requests generated at that meeting.
4. Gather any missing baseline information in the two pilot zones to ascertain current practices in environmental management or mismanagement. This information will be presented to the advisory councils.
5. Concurrently, design an orientation program to be reviewed by the advisory councils.
6. Organize a simple system of project monitoring, documentation, and evaluation and develop a procedures/operations manual and descriptive material explaining the program to participants and AID-Washington, to be reviewed by both advisory councils.
7. Hold second round of advisory council meetings.
8. In preparation for initial consulting visits, hold initial orientation program for faculty consultants most likely to go to Burkina Faso during the pilot phase of the project.
9. Provide initial TA/TR consultancies in Burkina Faso as requested by the in-country council and reviewed by the U.S. council.
10. Hold third round of advisory council meetings to review outcome of consultancies, to discuss requests for follow-up visits, to establish a quarterly schedule for year two's advisory council meetings, and to evaluate the project performance to date.

Evaluation  
7

11. Publish project informational newsletter.
12. Collect first year's monitoring data and report to participants and AID.
13. Submit work plan for year two to AID.

B. Pilot Year Two

In the second year, the original field projects will be expanded as the implementing PVOs see fit and other proposals in the target zones will be considered. The technical assistance and training inputs will be underway and an evaluation will be conducted to determine the feasibility of pursuing the project for the full ten years envisaged.

C. Years Three Through Ten

Activities during years three through ten will seek opportunities for expansion of: project activities into other zones of Burkina Faso and participation by a broader range of implementing organizations. This growth process will intentionally be kept slow so as to always test and prove an approach before it is broadcast with careful attention placed on effectiveness and appropriateness of the assistance provided and the field projects approved. The last five years will actively investigate and encourage opportunities for replication in other Sahelian countries.

VILLAGE-LEVEL RENEWABLE RESOURCE MANAGEMENT PROJECT

BUDGET - YEAR ONE

JULY 1, 1989 THROUGH JUNE 30, 1990

I. PILOT PROJECT DEVELOPMENT IN BURKINA FASO

<u>Pilot project grants for Bam and Sapone</u>	<u>\$300,000</u>	
Project Support Activities, Liaison, office, transportation, equipment, etc.	26,000	
Educational materials	6,000	
Meetings, seminars, in-country participants	8,000	
Networking with other Sahelian countries including meetings, information exchange	<u>10,000</u>	
Total project costs in Burkina Faso		\$350,000

II. TECHNICAL ASSISTANCE

400 Consultancy Days (will be billed as salary replacement)	\$70,000	
20 Trips - U.S. to Burkina Faso @ \$2,000	40,000	
Per diem	32,480	
Orientation	10,000	
Publications and Other Technical Materials	3,000	
Passports and Visas	<u>1,000</u>	
Total Technical Assistance Costs		\$156,480

III. DOCUMENTATION AND MONITORING

A. Salaries

Information & Documentation Officer (1.00 LOE)	\$20,964	
Fringe Benefits @ 28%	5,870	

B. Travel - domestic

One trip to AID offices, Washington, DC @\$500 (including travel & per diem)	500
Two trips to Advisory Council Meetings @500	1,000
Two trips to visit participating PVOs/Universities @ \$500 Per diem, 6 days @ \$92 per day	1,000 552

C. Office Supplies and Equipment

Copying and Printing	650
Communications Telephone/cable/telex/fax/postage	1,333

D. University Overhead  
54.9% (on salary only)

11,509

Total Documentation and Monitoring Costs

\$43,378

ADMINISTRATION AND DIRECTION

A. Salaries

Project Director (.59 LOE)	\$26,715
Project Officer (1.00 LOE)	25,000
Administrative Assistant (.75 LOE)	14,508
Secretarial/Budget Staff (1.5 LOE)	24,702
Fringe Benefits @ 28%	25,460

B. Travel

Staff - International

Three trips to Burkina Faso (airfare) x \$2000	6,000
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*No money  
of outside evaluation!  
Mission  
could maybe do  
assessment of progress  
evaluation?*

135

Per diem (\$116 per day x 12 days x three trips)	4,176
Passports and visas	250
<u>Staff - Domestic</u>	
Two trips to AID offices, Washington, DC, (\$400 per trip)	800
Per diem two days x two trips x \$92.00 (excess included)	368
Advisory Committee Meetings three trips @\$400 x one staff member	1,200
Per diem \$92 per day x three trips x two days x one staff member (excess included)	552
Visits to Participating PVOs/Universities Ten trips @ approx. \$500 per trip (all included)	5,000

C. Advisory Committee Expense Supplement

Expenses for participating organizations to attend Advisory Council meetings in the US will be supplemented for those organizations that have to travel excessive distances, such as the University of Arizona, University of Maine and Mississippi State. Most organizations will assume their own costs for these meetings.

Advisory Council Expense Supplement	4,000
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D. Project Office

Office Equipment and Supplies

Office Supplies	2,000
Copying and Printing	3,000
Communications Telephone/cable/telex/fax/postage	3,501
Other Maintenance contracts, Memberships	500

13/6

Equipment	1,500
French Translations	1,000
E. <u>University Overhead</u> 54.9% (on salary only)	<u>49,910</u>
Total Administration and Direction Costs	\$200,142
TOTAL PROJECT BUDGET	750,000
FUNDS REQUESTED FROM AID	700,000
FUNDS CONTRIBUTED BY GOVERNMENT OF BURKINA FASO THROUGH FEER	50,000

VILLAGE-LEVEL RENEWABLE RESOURCE MANAGEMENT PROJECT

BUDGET - YEAR TWO

JULY 1, 1990 THROUGH JUNE 30, 1991

I. PILOT PROJECT DEVELOPMENT IN BURKINA FASO

Pilot project grants for Bam and Sapone	\$311,464
Project Support Activities, Liaison, office, transportation, equipment, etc.	26,000
Educational materials	6,000
Meetings, seminars, in-country participants	8,000
Networking with other Sahelian countries including meetings, information exchange	<u>10,000</u>
Total project costs in Burkina Faso	\$361,464

II. TECHNICAL ASSISTANCE

458 Consultancy Days (will be billed as salary replacement)	\$84,730
20 Trips - U.S. to Burkina Faso @ \$2,500	50,000
Per diem	32,480
Orientation	5,000
Passports and Visas	1,000
Publications and Other Technical Materials	<u>5,000</u>
Total Technical Assistance Costs	\$178,210

III. DOCUMENTATION AND MONITORING

A. Salaries

Information & Documentation Officer \$22,012  
(1.00 LOE)

Fringe Benefits @ 28% 6,163

B. Travel - domestic

One trip to AID offices, Washington, DC 500  
@\$500 (including travel & per diem)

Two trips to Advisory Council Meetings 1,000  
@500

Two trips to visit participating 1,000  
PVOs/Universities @ \$500

Per diem, 6 days @ \$92 per day 552

C. Office Supplies and Equipment

Copying and Printing 1,000

Communications 2,000  
Telephone/cable/telex/fax/postage

D. University Overhead

54.9% (on salary only) 12,085

Total Documentation and Monitoring costs \$46,312

IV. ADMINISTRATION AND DIRECTION

A. Salaries

Project Director (.59 LOE) \$28,051

Project Officer (1.00 LOE) 26,250

Administrative Assistant (.75 LOE) 15,233

Secretarial/Budget Staff (1.5 LOE) 25,937

Fringe Benefits @28% 26,733

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B. Travel

Staff - International

Three trips to Burkina Faso (airfare) x \$2500	\$7,500
Per diem (\$116 per day x 12 days x three trips)	4,176
Passports and Visas	300

Staff - Domestic

Two trips to AID offices, Washington, DC, (\$400 per trip)	800
Per Diem two days x two trips x \$92.00 (excess included)	368
Advisory Committee Meetings three trips @400 x one staff member	1,200
Per Diem \$92 per day x one trips x two days x three staff members (excess included)	552
Visits to Participating PVOs/Universities Ten trips @ approx. \$500 per trip (all included)	5,000

C. Advisory Committee Expense Supplement

Expenses for participation organizations to attend Advisory Council meetings in the US will be supplemented for those organizations that have to travel excessive distances, such as the University of Arizona, University of Maine and Mississippi State. Most organizations will assume their own costs for these meetings.

Advisory Council Expense Supplement	4,000
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D.	<u>Project Office</u>	
	Office Equipment and Supplies	
	Office Supplies	3,000
	Copying and Printing	4,000
	Communications	
	Telephone/cable/telex/fax/postage	4,500
	Equipment	2,000
	Other (Maint. Contract, Subscriptions, Etc.)	1,000
	French Translation	1,000
E.	<u>University Overhead</u>	
	54.9% (on salary only)	<u>52,414</u>
	Total Administration and Direction costs	<u>\$214,014</u>
	TOTAL PROJECT BUDGET	\$800,000
	<u>FUNDS REQUESTED FROM AID</u>	<u>\$750,000</u>
	FUNDS CONTRIBUTED BY GOVERNMENT OF BURKINA FASO THROUGH FEER	\$50,000

CONGRESSIONAL NOTIFICATION TRANSMITTAL SHEET

DATE: July 26, 1989

We wish to inform you of proposed actions in the Agency's programs during Fiscal Year 1989:

Africa Regional - Strengthening African Agricultural Research  
and Faculties of Agriculture  
Egypt - Power Sector Support Project  
Mozambique - CARE Logistics Support  
Niger - Agriculture Sector Development Grant  
Burkina Faso - Village Renewable Resources Management  
Central Ameroca, Latin America Regional - Health and Nutrition  
Technical Services Support  
LAC, CA Regional - Caribbean Project Development Facility  
ANE Regional - Regional Private Enterprise Development  
Bangladesh - Industrial Promotion  
El Salvador - Judicial Reform Project  
Africa Regional - PVO Initiatives Project  
Jamaica - Protected Areas Resource Conservation  
Dominican Republic - Industrial Linkages  
El Salvador - Balance of Payments Support  
Jamaica - Production and Employment IX  
Peru - HIV/AIDS Education and Prevention  
Jamaica - Agricultural Export Services  
Jamaica - Food Aid Monitoring and Support Project  
Indonesia TN - Small Scale Irrigation Management  
- Rural Roads Maintenance  
- General Participant Training II  
Niger TN - Rural Organization Development  
- Family Health and Demography  
Haiti TN - Presidential Training for the Islands Caribbean

The attached notification was sent to the Hill on July 26, 1989. Obligation may be incurred on August 10, 1989.

*Barbara A. Bennett*  
Barbara Bennett  
Program Presentation Division  
Office of Legislative Affairs

JUL 26 1989

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AGENCY FOR INTERNATIONAL DEVELOPMENT

ADVICE OF PROGRAM CHANGE

COUNTRY : Burkina Faso  
PROJECT : Village Renewable Resources Management  
PROJECT NUMBER : 686-0276  
FY 1989 CP REFERENCE : None  
APPROPRIATION CATEGORY : Development Fund for Africa (DFA)  
LIFE-OF-PROJECT FUNDING : \$2,400,000 Grant  
INTENDED FY 1989 OBLIGATION : \$ 700,000 Grant

This is to advise that A.I.D. intends to authorize the above project and obligate a total of \$700,000 in FY 1989. This is a new start for FY 89.

The purpose of the project is to more effectively develop and manage the renewable resources of the country through work with rural people and local organizations of Burkina Faso . This activity will be implemented through selected U.S. universities in collaboration with the University of Ouagadougou who will supply the technical and training assistance necessary to develop PVO/NGO-sponsored village-level natural resources management projects.

On July 14, 1989, the Deputy Assistant Administrator for Africa signed the 121(d) determination that, with respect to DFA funds, the Government of Burkina Faso will not receive project funds for disbursement under the Village Renewable Resources Management activity. The PVO/NGOs and the Center for PVO/University Collaboration in Development will be required to maintain systems of accounting which provide adequate identification of and control over the receipt and expenditure of project funds.

Attachment: Activity Data Sheet

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**AGENCY FOR INTERNATIONAL DEVELOPMENT  
ACTIVITY DATA SHEET**

PROGRAM: BURKINA FASO

CP 81-05 (4-85)

TITLE Village Renewable Resources Management (VRMP)		FUNDING SOURCE Development Fund for Africa (DFA)	PROPOSED OBLIGATION (in thousands of dollars)		
NUMBER 686-0276	NEW <input checked="" type="checkbox"/>	PRIOR REFERENCE None	FY 1989 700	LIFE OF PROJECT (Aurb) 2,400	
GRANT <input checked="" type="checkbox"/> LOAN <input type="checkbox"/>	CONTINUING <input type="checkbox"/>		INITIAL OBLIGATION FY 1989	ESTIMATED FINAL OBLIGATION FY 1991	ESTIMATED COMPLETION DATE OF PROJECT FY 1991

**Purpose:** The purpose of the project is to more effectively develop and manage the renewable resources of the country through work with rural people and local organizations of Burkina Faso .

**Background:** Burkina Faso faces an interlocking complex of environmental and social problems that act as constraints on the development and proper utilization of the country's renewable resources. These problems include: inadequate and uneven water distribution, and therefore insufficient crops to meet the population's nutritional needs; poor quality soil; lack of education in reforestation, woodlot management and agroforestry programs; insufficient technology; and most of all lack of financial and technical support for village based activities to address these concerns. The overstressing of the environment is leading to long-term ecosystem damage that puts the future of the country at risk.

**Project Description:** This activity is a three-year pilot project which will provide assistance to help local people and organizations in Burkina to develop and manage renewable resources management projects (NRM). The pilot activity stresses local participation in the planning, implementing and evaluating of the NRM projects. American PVO's and local NGO's will provide appropriate assistance to village-groups who will implement the projects. The U.S. university consultants will give special consideration to strengthening in-country institutional capacity by working closely with the University of Ouagadougou and local organizations. This pilot project, if successful, will lead to a possible 10 year effort in Burkina. The experience of the project will be carefully documented for possible replication in other countries of the Sahel.

**Sustainability:** This project will strive to fortify the in-country capacity of local development organizations and communities to meet their own management and technical needs in the future. However, this is a pilot phase and self-sustainability will not be achieved during this phase. Donor assistance will continue to be required for the medium-term.

**Relationship to the A.I.D. Country Strategy:** This pilot activity directly supports USAID'S re-focused strategy which concentrates development resources into two sectors, i. e. agriculture/NRM and health/family planning.

**Host Country and Other Donors:** The project ties in with the goals of The Government of Burkina Faso Five-Year Plan, specifically the goals of conservation, protection and improvement of the environment and strengthening in-country support networks. VRMP complements the larger World Bank Village Land Management (VLM) program which is designed to improve natural resource management throughout Burkina Faso with a focus on village land development.

**Beneficiaries:** The residents of the villages affected by the PVO/NGO projects will benefit from improved preservation of the villages' natural resources and the resultant increased incomes. Village-level organizations will also be direct beneficiaries of the assistance provided by this project.

Major Outputs:

- Village-level renewable resource management projects established in selected areas;
- Capacity of local people and organizations to develop and manage NRM projects improved;
- Ability of local NGO's strengthened to assist village-level organizations to develop and implement NRM projects;
- System established to enable U.S. universities to provide appropriate assistance to PVO's and NGO's sponsoring NRM projects at the grassroots-level in Burkina Faso.

<u>A.I.D. Financed Inputs:</u>	<u>Life-of-Project (\$ 000)</u>
PVO/NGO Activity Grants	1,085
Technical Assistance	538
Documentation, Monitoring and Evaluation	139
Project Administration and Direction	638
<b>TOTAL</b>	<b>2,400</b>

U.S. FINANCING (in thousands of dollars)			
	Obligations	Expenditures	Unliquidated
Through September 30, 1987	---	---	---
Estimated Fiscal Year 1988	---	---	---
Estimated Through September 30, 1988	---	---	---
Proposed Fiscal Year 1989	700	---	---
		Future Year Obligations	Estimated Total Cost

PRINCIPAL CONTRACTORS OR AGENCIES  
Cooperative Agreement with the Center for PVO/University Collaboration in Development, Western Carolina University

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