



**GEF**

## **REPUBLIC OF BURUNDI**

**MINISTRY OF LAND MANAGEMENT, TOURISM AND ENVIRONMENT**

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### **Medium-Size Project CAPACITY BUILDING FOR SUSTAINABLE LAND MANAGEMENT IN BURUNDI**

**BUJUMBURA, January 2008**



## Government of BURUNDI

United Nations Development Programme

### Capacity Building for Sustainable Land Management in Burundi

**Brief description:** Land degradation in Burundi is caused by factors including deforestation (resulting from the depletion of wood resources, forest clearing for agriculture, poor management of forest resources, and poor land use), land scarcity, overgrazing, and climatic disturbances. This situation is related to the present state of poverty and the overall well-being of the population. Its persistence will continue to limit socio-economic growth as well as increase the threat of food insecurity. In order to lift these barriers to development, Burundi needs to develop the capacity to identify gaps and develop strategies that are related to sustainable land management, as well as effectively coordinate their implementation. The aim of this project is to ensure that land management is mainstreamed into the problematic of sustainable development by means of local and national capacity building. It is hoped that results obtained will slow down and reduce the negative effects of land degradation. Its general objective is to contribute to the development and sustainable land management in Burundi. More specifically, it is designed to strengthen the enabling environment that is necessary for the successful implementation of sustainable land management. This project is submitted under the LDC-SIDS Portfolio Project for Sustainable Land Management and will help achieve the objectives of Operational Programme 15 and Strategic Priority 1 related to Targeted Capacity Building for sustainable land management. The project's four key expected outcomes are: capacity of communities and institutions in the area of land management strengthened; land degradation issues mainstreamed into policies and programs for poverty reduction and sustainable development; a Med-Term Investment and Resource Mobilization Plan for sustainable land management implemented; and a functional management unit and adaptive lessons implemented. The activities will be carried out over three years, using a participatory approach, and the project beneficiaries include government structures, agencies, community groups, NGOs, and communities in general.





**Expedited Medium-Sized Project proposal  
under the  
LDC-SIDS Portfolio Project for Sustainable Land Management  
REQUEST FOR GEF FUNDING**

AGENCY'S PROJECT ID: 3380  
GEFSEC PROJECT ID:  
COUNTRY: **Burundi**  
PROJECT TITLE: Capacity Building for  
Sustainable Land Management in Burundi  
GEF AGENCY: UNDP  
DURATION: Three (3) years  
GEF FOCAL AREA: Land Degradation  
GEF OPERATIONAL PROGRAM: OP 15  
GEF STRATEGIC PRIORITY: SP 1 Targeted  
Capacity Building  
ESTIMATED STARTING DATE: October 2007  
EFFECTIVE STARTING DATE: APRIL 2008

FINANCING PLAN (US\$)	
GEF PROJECT/COMPONENT	
Project	475,000
PDF A	25,000
<i>Sub-Total GEF</i>	<i>500,000</i>
<b>Co-financing</b>	
GEF Agency	
Government	100,000
Bilateral	
NGOs	555,000
Others	
<i>Sub-Total Co-financing:</i>	<i>655,000</i>
<i>Total Project Financing:</i>	<i>1,155,000</i>
FINANCING FOR ASSOCIATED ACTIVITY IF ANY:	

**Country Eligibility:** Burundi ratified the United Nations Convention to Combat Desertification in March 1997 and is eligible for funding under paragraph 9(b) of the GEF Instrument

**CONTRIBUTION TO KEY INDICATORS OF THE BUSINESS PLAN:**

**RECORD OF ENDORSEMENT ON BEHALF OF THE GOVERNMENT:**

Salvator NDABIRORE, GEF Operational Focal Point, Ministry of Land Management, Tourism and the Environment. 24 April 2007

KABURA Marie Rose, CCD National Focal Point, Directorate General of Forests, Tourism and Environment, Ministry of Land Management, Tourism and the Environment. 23 April 2007

This proposal has been prepared in accordance with GEF policies and procedures and meets the standards of the GEF Project Review Criteria for a Medium-sized Project under the LDC-SIDS Targeted Portfolio Project for Sustainable Land Management.

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## ACRONYMS

<b>ADB</b>	African Development Bank
<b>ADF</b>	African Development Fund
<b>AFEB</b>	Association for Women and the Environment of Burundi (Association Femme et Environnement du Burundi)
<b>AGROBIOTEC</b>	Agro-Biotechnology Laboratory (Laboratoire de l'Agro-biotechnologie)
<b>APR</b>	Annual Project Review
<b>APRN-BEPB</b>	Association for Protection of Natural Resources for the Well-Being of the Population of Burundi (Association Protection des Ressources Naturelles pour le Bien-Être de la Population au Burundi)
<b>AWP</b>	Annual Work Plan
<b>BTC</b>	Belgian Technical Cooperation
<b>CDR</b>	Combined Delivery Report
<b>CCD or UNCCD</b>	United Nations Convention to Combat Desertification
<b>CHM</b>	Clearing House Mechanism
<b>CO</b>	Country Office
<b>CNTA</b>	National Center for Food Technology (Centre National de Technologie Alimentaire)
<b>CSO</b>	Civil Society Organization
<b>DGFTE</b>	Directorate-General of Forests, Tourism, and Environment (Direction Générale des Forêts, du Tourisme et de l'Environnement)
<b>DGMAVA</b>	Directorate-General of Mobilization for Agricultural Self-Development and Popularization (Direction Générale de la Mobilisation pour l'Auto développement et la Vulgarisation Agricole)
<b>DGRPPF</b>	Directorate-General of Agricultural Engineering and National Land Protection (Direction Générale du Génie Rural et de la Protection du Patrimoine Foncier)
<b>DGTGPF</b>	Directorate-General of Land Management, Agricultural Engineering and National Land Protection (Direction Générale de l'Aménagement du Territoire, du Génie Rural et de la Protection du Patrimoine Foncier)
<b>DPAE</b>	Provincial Directorate of Agriculture and Livestock (Direction Provinciale de l'Agriculture et de l'Élevage)
<b>DRC</b>	Democratic Republic of the Congo
<b>ENVRIPROTECT</b>	Environmental Protection Associations (Associations Protection de l'Environnement)
<b>ERP</b>	Enterprise Resource Planning
<b>FACAGRO</b>	Faculty of Agricultural Sciences (Faculté d'Agronomie)
<b>FAO</b>	Food and Agriculture Organization
<b>GDP</b>	Gross Domestic Product
<b>GEF</b>	Global Environment Facility
<b>GSU</b>	Global Support Unit
<b>HIV/AIDS</b>	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
<b>IA</b>	Implementing Agency
<b>IDA</b>	International Development Association

<b>IFAD</b>	International Fund for Agricultural Development
<b>IGEBU</b>	Geographic Institute of Burundi (Institut Géographique du Burundi)
<b>INADES</b>	African Institute for the Environment and Nature Conservation (L’Institut Africain pour le Développement Economique et Social)
<b>INECN</b>	National Institute for the Environment and Nature Conservation (Institut National pour l’Environnement et la Conservation de la Nature)
<b>IR</b>	Inception Report
<b>IRAZ</b>	Agronomy and Zootechnics Research Institute (Institut de Recherches Agronomiques et Zootechniques)
<b>ISABU</b>	Burundi Agronomy Sciences Institute (Institut des Sciences Agronomiques du Burundi)
<b>IW</b>	Inception Workshop
<b>LDC-SIDS</b>	Least Developed Countries – Small Island Developing States
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MINAGRI</b>	Ministry of Agriculture and Livestock (Ministère de l’Agriculture et de l’Elevage)
<b>MINATTE</b>	Ministry of Land Management, Tourism, and Environment (Ministère de l’Aménagement du Territoire, du Tourisme et de l’Environnement)
<b>MSP</b>	Medium-Sized Project
<b>NAP</b>	National Programme to Combat Land Degradation (Programme National pour la Lutte contre la Dégradation des Terres)
<b>NAPA</b>	National Action Plan for Adaptation to Climate Change
<b>NBF</b>	National Biosafety Framework
<b>NBI</b>	Nile Basin Initiative
<b>NCSA</b>	National Capacity Self Assessment
<b>NEPAD</b>	New Partnership for Africa’s Development
<b>NEX</b>	National Execution
<b>NGO</b>	Non-Governmental Organization
<b>NTO</b>	National Tourist Office
<b>ODEB</b>	Burundi Environment Defense Organization (Organisation de Défense de l’Environnement au Burundi)
<b>ONC</b>	National Coordination Body for the Convention to Combat Desertification (Organe National de Coordination de la Convention pour la lutte Contre la Désertification)
<b>PHYTOLAB</b>	Plant Technology Laboratory (Laboratoire de la Phytotechnologie)
<b>PIR</b>	Project Implementation Report
<b>PLSR</b>	Program for Livestock Sector Rehabilitation (Programme de Réhabilitation du Secteur Elevage)
<b>PNLAE</b>	National Program to Combat Erosion (Programme National de Lutte Antiérosive)
<b>PNM-POPs</b>	National Program for the Management of Persistent Organic Pollutants (Programme National de Gestion des Polluants Organique Persistants)
<b>PRASAB</b>	Agricultural Rehabilitation and Sustainable Land Management Project (Projet de Réhabilitation Agricole et de Gestion Durable des Terres)
<b>PRSP</b>	Poverty Reduction Strategy Paper

<b>RAF</b>	African Network 2000 Plus (Réseau Afrique 2000 Plus)
<b>RCU</b>	Regional Coordinating Unit
<b>ROAR</b>	Results-Oriented Annual Report
<b>RRDP</b>	Rural Recovery and Development Program
<b>RSA</b>	Republic of South Africa
<b>SLM</b>	Sustainable Land Management
<b>SLMU</b>	Sustainable Land Management Unit
<b>SNAP-DB</b>	National Strategy and Action Plan for Biological Diversity (Stratégie Nationale et Plan d'Actions en matière de Diversité biologique)
<b>SNEB</b>	National Strategy for the Environment (Stratégie Nationale de l'Environnement)
<b>SNIMRF</b>	National Strategy for Financial Resource Investment and Mobilization (Stratégie Nationale d'Investissement et de Mobilisation des Ressources Financières)
<b>SNPA-DB</b>	National Strategy and Action Plan for Capacity Building in the Field of Biological Diversity (Stratégie Nationale et un Plan d'Action Nationale en matière de Diversité Biologique)
<b>SP/REFES</b>	Permanent Executive Secretariat for Monitoring Economic and Social Reforms (Secrétariat Permanent du Suivi des Réformes Economiques et Sociales)
<b>SSM</b>	Sustainable Soil Management
<b>TPPCR</b>	Transitory Program for Post-Conflict Reconstruction
<b>UNDP</b>	United Nations Development Programme
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>WMP</b>	Watershed Management Project



# SECTION I: ELABORATION OF THE NARRATIVE

## PARTIE I: SITUATION ANALYSIS

### BACKGROUND AND CONTEXT

#### Environmental context

1. Burundi is a country in the southern hemisphere, between latitudes 2°45' and 4°26' South and between longitudes 28°50' and 30°53' East and covers an area of 27 834 km<sup>2</sup>. Lying between the Congo and Nile basins, the Republic of Burundi is bordered by the Democratic Republic of the Congo on the west, the Republic of Rwanda on the north, and Tanzania on the east and south. Burundi has a population of about 6 500 000 inhabitants, or about 230 inhabitants/ km<sup>2</sup>. The country is very mountainous, with a humid tropical climate and settlements that are highly dispersed. The very high proportion of rural dwellers and the decline in agricultural production over the past ten years have increased poverty in the country. This situation has been further aggravated by exceptional weather conditions, including drought and flooding.

2. In Burundi farms are, on average, 0.5 ha and consist mainly of subsistence agriculture. Farming is geared mainly to self-sufficiency and involves intercropping several food crops on a single plot. This mixed cropping is based on bananas, pulses, grain crops and tubers and is necessary given the land scarcity. Cash crops are grown as monocultures by State-owned and private companies and by small-scale farmers. Food crops (outside of cultivated marshes) cover approximately 1,210,000 ha, approximately 43.5% of the nation's total land area, while cash crops occupy 104,000 ha, which is 3.7% of the total national territory. Cultivated marshes make up approximately 81,403 ha, or 2.9% of the country's total land area (MINATTE, 2000).<sup>1</sup>

3. Domestic animal stocks (cattle, goats, sheep, pigs, poultry and rabbits) have been adversely affected by the socio-political crisis, with the theft of animals reaching unprecedented levels. Livestock production has suffered from low productivity and revenues as a result of insufficient and poor-quality fodder (feed, concentrates), the encroachment on pasture lands by land clearing for cultivation and the erosion of pasture lands following bush fires and overgrazing. Productivity is further weakened by the predominance of less productive breeds. Pastures occupy 775,506 ha— 27.9% of the total national territory (MINATTE, 2000).<sup>1</sup> The decline in livestock raising has drastically restricted the use of organic manure, the main fertilizer available to farmers.

4. Wooded areas cover 128,375 ha, approximately 4.6% of the national land area. Wood accounts for 97 percent of the fuel used. The deforestation rate has accelerated over the past 20 years, and averaged 3.2 percent between 1983 and 1998<sup>2</sup> and forest resources have diminished by an estimated 30,000 ha from 1992 to 1994.<sup>3</sup> This degradation is primarily a result of bush fires, ungoverned use of ligneous species, illegal appropriation of forests and wooded land by the local administration, and weak institutional capacity in the sector's management. Protected areas in Burundi include 58 934 ha of natural forests.

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<sup>1</sup> MINATTE, (2000) - National Strategy and Action Plan for Biological Diversity. INECN/UNDP-GEF

<sup>2</sup> John Prosper Koyo (2004) – Watershed Management Case Study: Burundi, FAO, Rome.

<sup>3</sup> MINATTE (2000).

5. Natural ecosystems include the forests, savannas, woodlands, lowland prairies, and marshes and other aquatic settings. Vegetation is being reduced by bush fires and land-clearing. Relatively well-known vertebrates and rarely studied invertebrates account for most of the fauna, which are threatened by habitat disappearance. Burundi has 14 protected areas with a total surface area of approximately 127,662.85 ha—4.6% of the total country (MINATTE, 2000).<sup>1</sup> Burundi's protected areas include several vegetation types, including some that practically do not exist outside of these defended areas. The biggest causes of biodiversity degradation are agricultural land-clearing and other poorly adapted farming methods, uncontrolled exploitation of biological resources, overgrazing, bush fires, pollution, soil and sub-soil overuse, expanding human habitats, and the introduction of non-native species.

6. From an agro-ecological viewpoint, Burundi is subdivided into five ecological areas: the western plain of Imbo, the western escarpment of Mumirwa, the Congo-Nile Divide, the central plateaus, the eastern Kumoso depressions, and the north-eastern Bugesera basin.

7. The western plain consists of the natural region of Imbo and occupies 7% of the country's total land area. Its altitude varies from 774 m at Lake Tanganyika to 1000 m. The average temperature is above 23°C, the average rainfall is between 800 and 1100 mm, and the average incline is 12%. This region has a wide variety of crops and its population density varies between 100 and 200 inhabitants per km<sup>2</sup>.

8. The western escarpment includes the natural region of Mumirwa and covers 10% of the country's total surface area. Its altitude varies between 1000 and 1900 m; the relief is marked by slopes with inclines varying from 70% to over 100%, temperature and rainfall are 18°C to 28°C and 1100 to 1900 mm, respectively. Soil is young and fertile, but subjected to serious erosion from gulying and landslides. This is a non-wooded zone (with no agro-forestry or level surfaces). Artisanal gold-mining in the north contributes to progressive soil degradation. Population density is very high (300 inhabitants/km<sup>2</sup>), and production is only decreasing.

9. The Congo-Nile Divide includes the natural regions of Mugamba and Bututsi (approximately 15% of the country's surface area). The altitude varies between 1700 and 2500 m, decreasing from the north to the south. This region has a cool mountain climate with temperatures ranging between 14°C and 15°C. Precipitation fluctuates between 1300 and 2000 mm. The relief in the north is marked by craggy ridges that are very steep (inclines averaging more than 50%) in the north and high plateaus in the south. Ferralsols have been substantially leached. The soil is young and fairly fertile in the north but not very fertile in the central and southern parts of the country. Population density varies from 280 inhabitants/km<sup>2</sup> in the north to 160 inhabitants/km<sup>2</sup> in the south. The Congo-Nile Divide is home to the last remaining natural forests, including Kibira National Park.

10. The central plateau encompasses the natural regions of Buyenzi, Kirimiro, Buyogoma, and Bweru and covers 52% of the national territory. The altitude varies from 1350 m to more than 2000 m. The average annual rainfall is 1200 to 1500 mm. The average annual temperatures vary between 17°C in the West to 20°C in the East. This zone is ridged by a very dense network of rivers and running water. These divide the surface into a multitude of hills, many of which are separated by large, marshy, flat-bottomed valleys. Soil has variable fertility, which is being reduced by overuse, erosion, and poor agricultural practices. Alluvial soils in the valley bottoms

are rich but poorly drained and experience aggradations from the erosion of denuded hills. Population density is very high (up to 350 inhabitants/km<sup>2</sup>).

11. The Kumoso and Bugesera depressions make up approximately 16% of the country's land. Annual precipitation is 1100 to 1550 mm, and average annual temperatures are between 20°C and 23°C. The complex hydrological system of lakes in the north suffers from the effects of human activity and unfavorable climatic conditions (prolonged drought). In the region of Kumoso, even though soils are still fertile, the problem of termites ravaging young seedlings is severe and compromises reforestation initiatives in this immigration zone. Trampling from frequent transhumance is another source of degradation in the region.

### **Socio-economic context**

12. The economic situation in Burundi is cause for serious concern. Over 60% of the population lives below the poverty line. This is due to the various structural constraints that weigh in on the country's economy. In particular, there is a lack of economic diversification: subsistence agriculture is predominant. Traditional livestock systems suffer from low productivity, while the industrial sector is still embryonic. Furthermore, the country's isolation limits external trade and low coffee and tea prices on the world market have negatively affected Burundi's two export crops, while the population is increasing in the context of limited natural resources. The Burundian economy is largely dominated by the agriculture sector, which employs more than 90 percent of the economically active population and accounts for more than 53 percent of gross domestic product (GDP) in 2002.<sup>4</sup> Farming is the occupation of about 1 million households. Farms are very small and input use is low; land is the determining factor in production. However, land access is increasingly limited due to the high demographic pressure that gradually reduces the size of each household's farm because the tradition whereby children inherit equal shares of their deceased father's property has been maintained to date. This situation has already led to land overuse and degradation and low food production, which has in turn led to food insecurity in recent years, particularly in the Northern provinces. Within a context of limited access to land, intensification is the only way to increase production. Yet, this strategy has been blocked by low financial resources in rural settings and limited markets for agricultural products. Hence, Burundi's agriculture remains at subsistence level and cannot be easily integrated into the other production sectors. Agriculture provides approximately 90% of Burundi's employment and contributes close to 50% of the GDP. The agriculture sector is dominated by women, who make up about 52% of the national population. Agricultural exports (coffee, tea, cotton) account for 70% to 85% of export income (SP/REFES, 2006).<sup>5</sup>

13. During normal conditions, the country can fulfill its own food needs. With the adoption of the Structural Adjustment Program in 1986, which continued until the end of 1992, economic growth was positive and higher than population growth (3.7% average annual growth versus 3% demographic growth). This situation was reversed with the socio-political crisis beginning in 1993. Insecurity and population displacement, due to the political crisis, have led to a significant rise in poverty levels. Since 1993 the GDP decreased an average of 3% per year, bringing the cumulated decrease in production to 30% to date. This regression in GDP led to a decrease in per capita income—to \$83 in 2004, compared to \$214 at the beginning of the last decade

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<sup>4</sup> John Prosper Koyo (2004) – Watershed Management Case Study: Burundi, FAO, Rome.

<sup>5</sup> SP/REFES (2006) – Strategic Framework for Economic Growth and the Fight Against Poverty in Burundi.

(SP/REFES, 2006).<sup>2</sup> To date, recent programs designed to improve the population's quality of life by increasing agricultural production and improving incomes and food security have shown disappointing results.

14. The country currently suffers from food insecurity and depends in part on food aid to meet its food needs. The percentage of the population with access to potable water decreased from 55% in 1992 to 43% in 2000–2002.

15. The change in social indicators is catastrophic: the gross rate of primary education went from 67.32% in 1992 to less than 42.9% in 1995. This rate has risen since 1998 but still has not reached the level before the crisis. The secondary-education rate has increased from 4.0% in 1990 to 7.0% in 2000 to over 16% in 2004 following the proliferation of “community high schools,” which have emerged since 1992 with co-financing from the State, villages, parents, and local communities. The illiteracy rate for adults remained high (approximately 62%) during the 1990s.

16. Similarly, the overall vaccination coverage rate of 88.3% in 1992 fell to 58.1% in 1997. It was 78.6% at the end of 2004 (SP/REFES, 2006)<sup>2</sup>. Malnutrition affects many children: 43% of them show signs of stunted growth, a rate that is much higher than the 37% before the crisis. The HIV/AIDS pandemic has exploded: the AIDS prevalence rate is 9.5% in urban areas and 2.5% in rural areas (SP/REFES).<sup>2</sup> Women and girls suffer higher rates of the virus (56% of those infected are women). The AIDS epidemic has erupted into a major socio-economic and public health threat.

17. Housing in Burundi remains precarious and fragile, with increased shortages caused by the destruction of thousands of homes in both rural and urban areas during the crisis. Despite efforts from all sides (government, donors, and beneficiaries) to rebuild, housing needs remain immeasurable given the large number of households still displaced by past or future repatriation. On a national level, the quality of housing is still generally poor (SP/REFES, 2006).<sup>6</sup>

18. The magnitude of poverty affects close to half of all Burundians, with a rate that has hovered around 47% for the last six years. The increasing poverty can be explained by the significant decline in social indicators, constituting a major handicap in and of itself to any sustainable development initiative (SP/REFES, 2006).<sup>3</sup>

## **Policy, institutional and legal context**

### ***Political context***

19. The Strategic Framework for Accelerating Economic Growth and Reducing Poverty (PRSP) lays out the government's environmental strategy, which enables it to link development with conservation. This strategy is built on the following key points: strengthening institutional, technical, and financial capacities; promoting national policy on natural resource management; and promoting sustainable use of natural resources (SP/REFES, 2006).<sup>3</sup>

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<sup>6</sup> SP/REFES (2006) – Strategic Framework for Economic Growth and the Fight Against Poverty in Burundi.

20. To implement this strategy, the government will focus its efforts on the following activities: inform and train all stakeholders in the rational management of natural resources; equip and train specialists in watershed management; support and guide local communities in natural resource management; revitalize the National Commission on Environment; develop a strategy to reforest and maintain all mountainside basins; identify and introduce strategies to protect endangered natural resources; develop a land management plan; and explore the possibility of community reforestation as a source of income. Land management will be a priority in national land use planning. This will specifically involve implementing an occupancy policy with standards developed by all involved parties. Awareness-raising programs will be initiated with the aim to promote clustered village settlements.

21. The national policy for sustainable food security focuses on increasing and diversifying available foods by boosting vegetable, animal, and fish production, and reducing the pressure on natural resources. The policy also aims to improve understanding about natural resources and their use. Specifically, land use and production structures and systems were assessed through a census that inventoried agriculture and forest resource and livestock. Priority is placed on water and soil conservation, restoration through watershed management, and amendments for acidic soils.

22. The Ministry of Land Management, Tourism and Environment's Sectoral Policy evaluates Burundi's environmental problem and defines recommended interventions to achieve its objectives. These include: promotion of coordinated environmental management; rational management of land, water, forest, and air; preservation of ecological balance; conservation of biodiversity; and promotion of the tourist sector. The objectives are linked to building capacity in the Ministry's planning, coordination, and intervention; implementing ratified international environmental conventions, and involving communities in conservation activities. Burundi's current land planning policy is a component of MINATTE's sectoral policy. It was adopted by the government in 1999 and has been updated fairly regularly since then. It aims to:

- Develop comprehensive, integrated and participatory watershed and swamp management with a view, inter alia, to combating erosion, intensifying agricultural and grazing practices and managing runoff and swamp water efficiently;
- Protect and preserve natural ecosystems, control pollution using a harmonious and sustainable development approach, and improve protected areas management;
- Develop the skills of the country's foresters and rural engineers;
- Implement international resolutions and recommendations regarding the environment.

23. The National Environment Strategy (SNEB) enumerates available natural resources; analyzes the challenges to which they are subjected; identifies root causes on an institutional, organizational, and technical level; and clearly explains the ways and means for resolving these problems. The main identified environmental challenge is the degradation of land, forestry, and biodiversity resulting from high demographic pressure (MINATTE, 2005).<sup>7</sup>

24. The forestry policy evaluates the effects of the crisis on the forest sector and documents major trends, with a view to reversing forest degradation. In the domain of natural formations, the preferred strategic axes are: to develop agro-forestry within the natural forest to limit

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<sup>7</sup> MINATTE (2005) - National Strategy for the Environment of Burundi.

pressure on floral species; design and set up income-generating projects such as small-scale livestock operations in order to reduce stress on fauna species; involve communities and local administrations in natural forest management; improve knowledge about the abundant richness in our parks and reserves; encourage the introduction of floral species of scientific and/or economic interest into family farms; and make the forests attractive to tourism. These directives will also facilitate implementation of some parts of the Convention on Biological Diversity.

25. Proposed afforestation strategies include extending wooded areas into currently vacant land; adapting forestry to communities' real needs; promoting agro-forestry; decentralizing forestation management; promoting forestry research and the domestication of species; reducing, at all stages in the pipeline, losses resulting from organizational shortcomings and unprofitable techniques.

26. The national policy for water resource management is based on the following main points: access to drinking water for the population; access to hydro-electric energy in rural settings; increased and rational use of water resources to satisfy the communities' basic needs (agricultural and pastoral production); sustainable protection of water resources; improved coordination mechanisms; and capacity building for water sector management. Furthermore, Burundi has developed a Swamp Management Master Plan.

27. To enforce the ratified international conventions related to the environment (CBD, CCD, UNFCCC), Burundi has developed programs and national action plans for each convention. These include the National Action Plan for Adaptation to Climate Change Program (NAPA), 2002; the National Action Plan to Combat Land Degradation (2005), which is in line with combating desertification; and the National Strategy and Action Plan for Biological Diversity (SNAP-DB) in 2000. Burundi also has a National Strategy and Action Plan for Capacity Building in the Field of Biological Diversity. These two policy documents delineate all the issues relating to biodiversity conservation, sustainable use of biological resources, and equitable distribution of profits earned from genetic resources. Burundi has again recently ratified its National Framework on Bio-Safety, accompanied by a law. The setting is thus conducive to controlling genetically modified organisms.

28. Laws are in place to reduce those practices that threaten natural resources and encourage conservation and sustainable management. However, most of the laws have not been sufficiently disseminated to community authorities, while others do not have the application texts.

### ***Institutional context***

29. Because the environment is a cross-cutting domain, it involves several ministries: the Ministry of Land Management, Environment, and Tourism; the Ministry of Agriculture and Livestock; the Ministry of Commerce and Industry; the Ministry of Public Works and Equipment; the Ministry of Energy and Mines; the Ministry of Transport, Postal Service, and Telecommunications; the Ministry of Interior and Public Security; and the Ministry of Public Health. However, responsibility for coordinating and executing activities that address the main environmental challenges in combating degradation mainly falls on two ministries: the Ministry of Land Management, Tourism and Environment (MINATTE) and the Ministry of Agriculture and Livestock (MINAGRI).

30. The MINATTE is in charge of designing and executing national policy in the area of land and environment management—especially defining and implementing appropriate policies for land management and the protection and conservation of water, soils, and biological resources. The mandate was executed within two general departments: the Directorate-General of Land Management, Agricultural Engineering and National Land Protection (DGTGPF), and the Directorate-General of Forests, Tourism, and the Environment (DGFTE). Three public bodies related to administration are also attached to this Ministry: the Geographic Institute of Burundi (IGEBU), the National Institute for the Environment and Nature Conservation (INECN), and the National Tourist Office. These state-run institutions are also the operational Focal Points for the Rio Conventions, specifically the INECN for the Convention on Biological Diversity, the IGEBU for the Convention on Climate Change, and the DGFTE for the Convention to Combat Desertification.

31. The MINAGRI is in charge of designing and executing agricultural policy (extension and research). The Provincial Directorates of Agriculture and Livestock (DPAEs)—which works under the aegis of the Directorate-General of Mobilization for Agricultural Self-Development and Popularization (DGMAVA), set up in each province—are decentralized bodies that work with local administrations and communities to apply agriculture and livestock policies. The Burundi Agronomy Sciences Institute (ISABU) is the public body attached to the MINAGRI, specializing in agricultural research. The University of Burundi, particularly the Faculty of Agricultural Sciences (FACAGRO), is also part of this domain.

32. Biotechnological programs include University of Burundi, the Burundi Agronomy Sciences Institute (ISABU), the Agronomy and Zootechnology Research Institute (IRAZ), and the National Center for Food Technology (CNTA). These programs are mainly focused on in-vitro tissue cultures for rapid plant propagation. Animal biotechnology is being developed at the ISABU in the area of bovine genetic improvement.

33. In addition to the ministries and public institutions, several national Non-Governmental Organizations (NGOs)—i.e., the Burundi Environment Defense Organization (ODEB), Association for Women and the Environment (AFEB), Environmental Protection Associations (ENVRIPROTECT), Association for Protection of Natural Resources for the Well-Being of the Population of Burundi (APRN-BEPB), among others—along with international NGOs participate in implementing national policies to protect and manage natural resources.

34. Burundi's private sector is not very involved in biotechnology activities. However, some third parties are beginning to see the importance of biotechnology in poverty reduction. These include two private laboratories, the AGROBIOTEC for banana-tree production and PHYTOLAB for horticulture.

### ***Legal Context***

35. To overcome environmental challenges, the Government of Burundi has established legal tools for managing natural resources and the environment. The most important ones are the National Land Law of 1986, the Forest Law of 1985, and the Environment Code adopted in 2000. The country is currently working on reforms such as updating and enforcing the Land Law and other policy tools designed to manage protected fragile areas, while also creating instruments to improve agricultural management and planning. The current National Land Law dates from

1986 and classifies unused marsh land as belonging to the State, and its users as having only usufruct rights. This arrangement hinders private investment initiatives that could accelerate sustainable land use management of marshes through improved drainage and irrigation techniques.

36. The Environment Code establishes basic regulations that facilitate management of the environment and the protection of the same against degradation. It is designed to safeguard and value the rational use of natural resources, to combat various kinds of pollution, and to improve human living conditions, while respecting the balance of the ecosystem.

37. To combat land degradation, Article 29 of the same Law specifies that the “preservation of soils against erosion is a national and individual ecological responsibility. The measures that must be taken to achieve this objective contribute to the common good and should be binding to all owners and occupants.”

38. The Environment Code (Article 30) stipulates, in one of the application texts, that specific measures be taken for soil protection. This will combat desertification, erosion, loss of arable land, and pollution from chemical products, pesticides, and fertilizers.

39. The Environment Code contains measures aimed at regulating the use of fire for various practices. It also calls for impact studies for large-scale projects and public infrastructure and requires the protection of forests against any type of degradation or destruction, particularly those resulting from excessive land clearing, burning, over-farming or overgrazing, disease, or introduction of non-native species.

40. However, the Environment Code is mute on some aspects of mainstreaming environmental issues into various policies, programs, and sectoral plans; it fails to require that authorized officials provide sufficient funding for certain key interventions for development.

### **Causes of land degradation in Burundi**

41. The greatest problems linked to land degradation are deforestation, poor land use, land exiguity, overgrazing, and climatic disturbances. A situational analysis is presented in Annex 5, but these key aspects are explained below.

#### *Deforestation*

42. The direct causes of deforestation in Burundi are high pressure on natural resources, agricultural land clearing, bush fires, and poor management of woodlands and protected areas. Deforestation has an impact on ecosystem integrity and diminishes important ecosystem services such as erosion control.

#### High pressure on forest resources

43. The main cause of deforestation is the population’s high dependence on wood as a source of energy. The lack of a policy to promote alternatives to wood energy further contributes to deforestation in the country. The current rate of deforestation exceeds the rate of reforestation



due to weak institutional capacities in public services, NGOs, and private investment in this sector.

44. Additionally, there is a lack of techniques to increase the value of forest products. Charring with a traditional grindstone has a 10% return; in other words, to produce 10 kg of charcoal 100 kg of wood must be burned, constituting an enormous loss. Moreover, most households use unimproved stoves, which consume large amounts of charcoal.

#### Forest clearing for agriculture

45. Another equally important factor leading to deforestation is the clearing of woodland to extend farmland. The current average size of a farm for a household with six children is 0.5 ha. With a gradual decrease in the size of household farms, combined with its loss of fertility, the population tends to resort to wooded areas in search of new farmland. Although not very important in national economic terms, continuing to clear forests in Burundi will have an impact on forest biodiversity and ecosystem integrity, and will cause even more widespread deforestation. Most of the land clearing takes place without management plans and monitoring.

#### Bush fires

46. Bush fires have devastated the country, and not a single year has passed when large areas of forest and mountain ranges have not been burned, either by livestock farmers renewing their pastures, crop farmers clearing land, or charcoal producers. This repeated burning increases susceptibility to erosion, which in turn causes gradual soil degradation. Lack of environmental awareness and education for the public contributes to these persistent, regular fires that degrade Burundi's land. Furthermore, laws are largely unknown to the population because they have not been translated into the national language.

#### Poor management of forests in protected areas

47. The creation of State-owned forests and protected areas, the needs of the surrounding communities, particularly those who are dispossessed, have not been considered sufficiently. On the contrary, the population's non-involvement in implementation, in choosing reforestation sites, and in managing these forest resources has created conflicts between the Administration and the population. The extension of cultivable land, arson and illegal cutting that have been observed throughout the country are manifestations of the population's discontent. The remaining natural forest land in Burundi is important for its ecosystem services, anti-erosion and their biodiversity. These areas are under increasing threat.

#### *Poor land use*

48. The principal causes of poor land use in Burundi are mainly the country's persistent use of inappropriate agricultural practices as well as land overuse.

#### Poor land allocation

49. The process of land allocation in Burundi does not take into consideration the land's quality or fragility. Therefore, because of the demographic pressure on land in most of the country, the

population cultivates even marginal land with steep slopes that is unsuitable for agriculture. The country's lack of land use planning, the traditional inheritance practice of fragmenting land holdings, and the absence of a national policy for sustainable land use are at the root of Burundi's poor land allocation. Moreover, there are many interventions using different approaches to land use and management in Burundi. The lack of a coordination structure for all these interventions creates further disorder in land allocation.

#### Inappropriate agricultural practices

50. Burundi's current land use practices are similar to those used historically throughout the countryside. The practice of intensive intercropping mixed with animal husbandry was sound when population pressure was lower but cannot sustain sufficient production levels as land holdings continue to be fragmented and the numbers of livestock, and thus organic manure levels, drop. The majority of Burundi's population cultivates crops on denuded and steep slopes which promotes erosion. Anti-erosion systems have not been regularly implemented or maintained. In addition, poverty and the fact that credit is not readily accessible mean that farmers are unable to purchase fertilizers and other necessary inputs; furthermore, weak public support and advisory structures restrict development of the agriculture sector. Furthermore, seed shortages and plant diseases have had a negative impact on crop and livestock production in recent decades.

#### *Land scarcity*

51. Burundi's lack of alternative economic activities and its demographic pressure (natural increases and an influx of refugees), coupled with a tradition of subdividing inherited land holdings, lie at the root of its land scarcity. In fact, the Burundian population is doubling every 30 years in a limited space. Farms are parceled out based on an inheritance system that causes fragmentation and overuse of family property as well as limiting the possibilities for farmers to increase agricultural production through extending farmlands. Individual plots have reached a critical size and cannot be reduced any further without having a devastating effect on overall production. Each plot is also doomed to being continually tilled. Fallow fields no longer exist, exposing fields to erosion. Land scarcity has also diminished the availability of pasture land, causing a decline in animal husbandry further restricting the use of organic fertilizer applied to the intensively cropped land.

#### *Overgrazing*

52. In Burundi, livestock has been pushed onto low-quality pastures that are in constant regression as cultivators expand onto increasingly marginal land. The livestock system in Burundi remains dominated by an extensive model which requires few inputs; however, the persistence of an extensive model in a land scarce and densely populated country is not feasible. Due to the pressure on all land, including natural pastures, too many animals graze for too long in the same space, resulting in overgrazing. Overgrazing on these marginal lands causes long-term soil exposure, decreased fertility, and increased erosion. The contribution of animal production sector to the GDP has considerably declined during the several two decades and is now very low in narrow economic terms, not including the value of ecosystem services rendered. The decline in animal husbandry has been devastating to agricultural production due to the loss of organic fertilizer. The incorporation of livestock, partially stall-fed, into land use management will be essential, more for the manure that they provide than for the meat or milk produced.

### *Persistent Climatic Disturbances*

53. In Burundi, climatic disturbances tend to be either excessive rainfall or prolonged drought. In the case of excessive rainfall, erosion intensifies and the rivers carry away fertile alluvium soil, flooding the plains and destroying marshland crops. Experiments carried out by Burundi's Agricultural Sciences Institute in Mumirwa showed that very heavy precipitation can lead to soil losses of more than 100 tons/ha. The loss of topsoil that is rich in organic elements reduces the fertility and production potential of these lands.<sup>8</sup> Erosion is exacerbated by the lack of water and soil conservation measures. Flooding, mudslides and landslides occur frequently throughout the country. The greater part of the country is prone to erosion, which is a major constraint for agricultural production. On the other hand, insufficient rainfall is at the root of the inadequate water supply found in some parts of the country. This situation is intensified by a lack of water control technology.

### *Sustainable Land Management Needs*

54. To resolve many of these problems, Burundi needs a capacity building framework for all actors, coordinated by the government. Analysis of the various issues addressed in the National Action Plan to Combat Desertification reveals several gaps and weaknesses that constitute a major handicap for the protection of land and its sustainable use in Burundi. The main gaps are as follows:

- Lack of a national land use management plan, in particular watershed and swamp management;
- Absence of community participation in land use planning and management;
- Out-of-date environmental codes and insufficient dissemination and application of current legislation;
- Lack of information on the current physical status of land, such as soil quality, erosion levels, etc.;
- Lack of harmonization of national land protection interventions;
- Land tenure disputes and land fragmentation;
- Absence of appropriate strategies/technologies for rational use of rain runoff, natural streams and wetlands, especially aimed at increasing agricultural production;
- Lack of an effective coordination mechanism for stakeholders in the land and water sectors;
- Lack of attention to ecosystem services, integrity and health.

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<sup>8</sup> Watershed management case study: Burundi, p. 15.

## **PART II: PROJECT STRATEGY**

### **PROJECT DESCRIPTION**

#### **Baseline course of action**

55. Burundi ratified the United Nations Convention to Combat Desertification (CCD) in 1997; however the first implementation activities were launched in September 2000 with the organization of mobilization and awareness-raising days on combating land degradation and implementation of the Convention. Awareness-raising events were organized in each of the country's provinces and proved rewarding and well-appreciated by communities facing decreased agricultural productivity and climate disturbances characterized by periods of increased drought.

56. The National Action Plan to Combat Desertification (NAP/CCD) was prepared through four regional workshops that grouped representatives from communities according to ecological zones. During these workshops, participants developed the action plan and determined priorities using a participatory method. However, the National Action Plan for Sustainable Land Management has yet to be implemented. Since the finalization of the NAP, no measures have been taken to develop an implementation strategy, mainly due to the lack of a strategy or resources. Part of this project will ensure that mechanisms to implement the NAP will be pursued. In addition, the project will address the need to mainstream sustainable land management (SLM) into national development policies and plans. This project will try to respond to the lack of a NAP implementation strategy by developing a medium term investment plan for sustainable land management.

57. Once the peace agreement was signed and Burundi saw a gradual return to security, the government and donors began formulating initiatives for rural development. During the years of political disturbance the integrity of the ecosystem was compromised due, in large part, to the unmanaged and anarchic exploitation of Burundi's natural resources. Several projects are currently being implemented to address a number of the major land management issues.

58. Through the Agricultural Rehabilitation and Sustainable Land Management Project (PRASAB), the World Bank and the GEF contribute to 10 provinces, with support for sustainable production and use of natural resources and for technical and institutional capacity building.

59. Through the Rural Recovery and Development Program (RRDP) and the Transitory Program for Post-Conflict Reconstruction (TPPCR), IFAD supports seven provinces in the domain of local governance, agricultural rehabilitation and development, as well as rehabilitation of rural infrastructure (marsh use management, rural road rehabilitation, and potable water supply).

60. The African Development Fund (ADF) of the African Development Bank (ABD) Group has recently granted funding through a "Watershed Management Project (WMP)" to ensure food security through soil improvement and integrated watershed management. The WMP will contribute to watershed protection and aims to increase forestry and agro-pastoral production and raise incomes for rural populations. The project's mission is to enhance ecosystem services through sustainable land management, specifically reforestation, agro-forestry promotion,

community capacity building through training, awareness-raising, and environmental education in seven provinces. This project is implemented by the Ministry of Land Management, Tourism and Environment. Since this same Ministry is in charge of this MSP project, good synergy is expected with the current project.

61. The African Development Fund also granted funding to Burundi through the “Rural Water Infrastructure Rehabilitation and Extension Project.” The goal of the project is to help to improve the living conditions of the rural population through access to drinking water and sanitation.

62. In addition to these large programs, Burundi receives support from other donors in various domains: the Belgian Technical Cooperation (BTC) in rehabilitation in the seed sector; the GEF in developing national plans for implementing international conventions related to the environment, etc. Additionally, Burundi has recently completed its National Bio-Safety Framework (NBF), the National Action Plan for Adaptation to Climate Change (NAPA), and the National Program for the Management of Persistent Organic Pollutants (PNM-POPs).

63. At the regional level, the Nile Basin Initiative (NBI) has intervened in the domains of water resource management, food security, environment and natural resources management, and watershed management. In Burundi, it also supports capacity building in institutions working in water resource management and environmental protection. In addition, it supports hydrometeorological network rehabilitation, community awareness-raising in environmental management, and construction of a water conveyance system in one of Burundi’s Northern provinces. Through micro-credit projects, the NBI contributes to watershed protection, environmental education, and rural development.

64. Several support programs for sustainable land management have been implemented in Burundi. The country is currently developing an environmental education project for the protection of the hydrological system in the Nile Basin within the framework of the Nile Basin Initiative. Burundi recently received a grant from the International Development Association (IDA) and the Global Environment Facility (GEF) to fund the Agricultural Rehabilitation and Sustainable Land Management Project (PRASAB). This project will also contribute to capacity building in land management, with a particular focus on agricultural production, research and marketing issues. The International Fund for Agricultural Development (IFAD) supports Burundi through the Rural Recovery and Development Program (RRDP) and the Transitory Program for Post-Conflict Reconstruction (TPPCR). The IFAD also plans to support Burundi through the Program for the Livestock Sector Rehabilitation (PLSR).

65. The African Institute for the Environment and Nature Conservation (INADES) in Burundi has actively participated in developing the National Action Plan to combat land degradation. The INADES’s interventions for capacity building in several local communities, and their expertise in good governance of land management, investment plan implementation, and funding for sustainable land management correspond to the MSP Outcomes. The project will use the INADES training experience for this project.

66. The Réseau Afrique 2000 Plus (African Network 2000 Plus) is an NGO that aims to:

- Ensure effective community participation in decision-making about policies and socio-economic issues affecting them;
- Ensure effective community participation in development programs for their land;

- Build capacity in communities so that they can control the development of their resources;
- Develop relationships with partners as viable actors in development; and
- Consider cross-cutting issues such as good governance on a local level.

Their activities in the field include capacity building activities for local communities and mainstreaming sustainable land management into government policies. The activities have thus far been punctual and limited in geographic scope; this project will ensure that capacity building and mainstreaming activities are more widespread.

### **Capacity and mainstreaming needs for SLM**

67. In Burundi, current interventions all combine crisis management with development initiatives. Since the country has recently emerged from a crisis, development programs are linked to alleviating the poverty of the rural population. However, these ongoing programs and projects do little to integrate environmental issues across sectors and within the national development framework. There are few interventions aimed at capacity building, especially at the community level, nor are there efforts directed at enhancing Burundi's capacity to incorporate new approaches in managing and improving ecosystem services, integrity and health through sustainable land management.

68. Nevertheless, some interventions carried out within certain programs, particularly the National Program to Combat Erosion (PNLAE) of the MINATTE, play a key role in encouraging community management. The Forestry Program has also enabled the implementation of a community management system for forests. The introduction of micro-projects to involve the public in the conservation of protected areas is one of INECN's current activities. All support and experiences gained from these interventions will be used for this project's implementation.

69. The NAP recognizes that combating land degradation can no longer be addressed simply as an anti-erosion activity on a few farms. Rather, it must use integrated activities in an overall approach to manage the causes of land degradation in Burundi in order to enhance ecosystem services and integrity.

70. To achieve this vision, Burundi, through its NAP, has specified concrete activities in capacity building based on the following priorities:

- Rational land use through participatory community planning and management;
- Promotion and implementation of watershed management techniques;
- Promotion of irrigation and improved drainage;
- Mainstreaming land degradation/sustainable land management issues into the other strategic frameworks of poverty reduction and sustainable development;
- Promotion of good governance; and
- Promotion of awareness-raising activities, training, and information for communities.

71. Based on these priorities, mainstreaming needs for sustainable land management are grouped into three levels:

At the community level, Burundi intends to:

- Strengthen and extend the agro-sylvo-zootechnological integration system into farms;

- Set up an early-warning system for climatic disturbances; and
- Set up an environmental education program for local communities.

At the institutional level, Burundi intends to:

- Set up a unit in charge of Sustainable Land Management within the ONC and make it operational;
- Train specialists in hydro-meteorological techniques and water management;
- Provide the agricultural extension services with sufficient human resources and equipment;
- Design and implement an integrated program specializing in watershed irrigation, drainage, and management;
- Develop participatory management plans for various watersheds;
- Set up communication systems to disseminate information to communities;
- Strengthen research and applied technologies in water and soil conservation; and
- Strengthen existing programs aimed at improving forest ecosystem integrity and health.

At the systematic level, Burundi intends to:

- Mainstream activities and programs to combating land degradation into development policies in other sectors;
- Introduce a system of incentives for associations, civil society, NGOs and other private organizations, and women to intervene in land resource management and develop new ecosystem services;
- Set up an integrated coordination structure for actors at every level for monitoring and evaluating on-going land use and management interventions;
- Develop an agricultural land planning model for village clusters; and
- Implement an adequate policy for the mobilization and coordination of government funding and external aid aimed at combating land degradation.

## **Project rationale and objective**

### ***Long-term Goal and project Objective***

72. This project, unlike previous projects and programs for combating land degradation, takes a new direction based on activities to strengthen capacity in implementing the NAP. The project, with the following goal and objective, will help Burundi establish a partnership and effective participation from all actors in tackling the overall problem of land degradation:

- **Long-term Goal** – Contribute to the mitigation of land degradation and promote ecosystem integrity and stability, with enhanced ecological functions and services by building national and local capacity and mainstreaming SLM issues into national development strategies and policies.
- **Overall Objective** – To strengthen the enabling environment for sustainable land management while ensuring broad-based political and participatory support for the process.

73. The project aims to ensure that land management is integrated into sustainable development via local and national capacity building and the implementation of a medium-term investment plan. The goals are to slow down and decrease the negative effects of soil degradation and to

improve ecosystem integrity and stability. This project is a UNDP-GEF Medium-Sized Project (MSP), developed under the LDC-SIDS Targeted Portfolio Project for Sustainable Land Management. Therefore, the Burundi MSP addresses the concerns of the umbrella project, including the objective and outcomes.

74. Sustainable land management in Burundi will have repercussions on the global environment: improved understanding and capacities within the project framework will enable the coordination of interventions and discussions on adapted measures at the national, regional, and international levels. Moreover, interventions at the national level aimed at reducing erosion, deforestation, bush fires, etc., will have a positive impact on the ecosystem services, integrity and health of the country's land resources. The global environment will benefit from these positive changes, particularly through increasing greenhouse gas sinks, decreasing water pollution, and preserving biodiversity.

#### ***Situation without GEF intervention***

75. This project addresses policies in the country's relevant documents, notably the NAP, the SNAP-DB, the NAPA, the SNEB, etc. It involves actions based on the constraints that continue to prevent Burundi from efficiently and effectively taking on sustainable land management. Intervention from the GEF, within the framework of this project, will provide the critical support needed to make up for these gaps. If GEF funding were not available to complete these basic activities, the main barriers would not be lifted and Burundi could not effectively resolve its land degradation problems. Therefore, the absence of the proposed interventions would likely affect the entire land management system in Burundi; in particular, anarchic land use patterns would continue and growing rates of poverty in a country will have no chance of being slowed, much less reversed.

#### ***Situation with GEF intervention***

76. This project is the result of in-depth and participatory analysis and is aimed at addressing a number of the underlying causes for the various problems that Burundi has faced and continues to face in land management. Intervention from GEF will allow Burundi to have the strategic support, appropriate tools, and necessary knowledge to conduct long-term management of its land resources. The MSP project will eliminate isolated interventions and the lack of coordination in sustainable land management efforts. Furthermore, the GEF funds will help Burundi accelerate development and address issues of ecosystem health and integrity by mainstreaming land management issues into national programs and policies.

#### **Expected project outcomes and outputs**

77. This project will have four outcomes that will contribute to the overall goal of the UNDP-GEF Portfolio Project for the LDC-SIDS. The project has 13 expected outputs. The activities that will be undertaken to achieve the project outcomes and objective are detailed in the Logical Framework Matrix (Section II). These outcomes, their indicators, and their outputs are presented below.



**78. Outcome 1:** Capacity in sustainable land management reinforced

*Output 1.1.* The Sustainable Land Management Unit within the National Coordination Body for the Convention to Combat Desertification (ONC) established and operational.

*Output 1.2.* Capacity of local communities in sustainable land resource use and management is reinforced.

*Output 1.3.* SLM is strengthened through improved institutional capacity for land resources administration and management.

*Output 1.4.* Competency of the staffs of involved ministries is strengthened in best practices for sustainable land management.

**Total cost of outcome:** \$808,000; *GEF Contribution:* \$358,000; *Co-financing:* \$ 450,000

**79. Outcome 2:** Sustainable land management mainstreamed into development policies

*Output 2.1.* Partnerships built to ensure SLM integration into all sectors is established and operational.

*Output 2.2.* SLM is mainstreamed into the legal framework by developing applicable texts for the various sectors (e.g. agriculture, land tenure).

*Output 2.3.* Knowledge about SLM shared among the various stakeholders.

**Total cost of outcome:** \$124,000; *GEF Contribution:* \$49,000; *Co-financing:* \$75,000

**80. Outcome 3:** Medium-Term Investment Plan for Sustainable Land Management implemented

*Output 3.1.* An Investment Plan and its Resource Mobilization is used in NAP implementation.

*Output 3.2.* A partnership framework is established between the government, communities, and donors for the implementation of the Medium-Term Investment Plan and Resource Mobilization.

*Output 3.3.* A system to monitor and evaluate the NAP implementation and Investment Plan is developed and implemented.

**Total cost of outcome:** \$51,500; *GEF Contribution:* \$21,500; *Co-financing:* \$30,000

**81. Outcome 4:** Implementation of a functional management unit and adaptive lessons learned

*Output 4.1.* An effective management for outcome has been set up.

*Output 4.2.* Project workplan implemented.

*Output 4.3.* Lessons learned are collected and disseminated.

**Total cost of outcome:** \$146,500; *GEF Contribution:* \$46,500; *Co-financing:* \$100,000

**Risks and Assumptions**

82. The main assumptions underpinning this project are detailed below (see the Strategic Results Framework in Section II). However, if these assumptions are not fulfilled, they will become liabilities that endanger the success of the project. These are:

- The Government of Burundi will remain engaged in studying and mainstreaming sustainable land management issues in policy legislation, national plans and development strategies.
- The Government of Burundi and the involved institutions will be willing and committed to providing the necessary resources for maintaining the activities beyond the life of the project.
- The various institutions involved in the project will be willing to collaborate on adopting integrated and participatory approaches for sustainable land management and sharing information.
- The Government of Burundi will contribute continuous support to managing personnel for project implementation.
- All stakeholders remain committed to the principles and practices of sustainable land management.
- The socio-political situation will remain stable and will not slow down the project's progress.
- The project will implement a good and efficient monitoring and evaluation system to strengthen the project management unit.
- The project management team is open-minded and willing to learn from experience.
- Timely and continuous support from the government and UNDP-GEF exists.

One key strategy to reduce potential risks to the project is an awareness-raising campaign for policy makers and donors, who will join together in a strategic partnership to harmonize sustainable land management activities in Burundi.

### **Global and local benefits**

83. Combating land degradation must fit into the overall framework for poverty reduction. Communities, NGOs, and especially farmers, livestock owners, and the organizations that represent them must participate, on both a national and local level, in political planning, decision-making, and program implementation. This will be an indicator for improved land management. The population, however, must be trained and sensitized in the issues of land degradation, sustainable land management and the need to improve ecosystem services, integrity and health.

84. The environmental education program and facilitating local communities' access to information will ensure an informed national population that is concerned about the environment and that will use its know-how, experience, motivation, and participation in identifying and solving land degradation problems.

85. Education should also touch on the underlying causes of land degradation—mainly demographic. Therefore, awareness-raising for policy makers must call upon them to gradually reorganize that clustered habitation in villages will optimize the use of rural land. The Reproductive Health Program should help stabilize population growth in the near future. These efforts will decrease pressure on productive lands and increase agricultural yields.

86. Through pilot projects, the project will also promote the development of an integrated land management system. This is very important because integrating agriculture, animal husbandry, and forestry contributes to ecosystem integrity and health and increases the ecosystem services,

thereby diversifying and increasing production on family farms while preserving land, the single most important factor in production. The agricultural extension strategy is an important tool for orienting interventions at pilot sites. These essential factors provide an important basis for improving living conditions in communities by changing the condition of land and, consequently, combating repeated famine.

87. The establishment of land use management plans aims to address the productive land issue within an integrated context which includes uncultivated land, forests, pasture and marshes. Given the poverty raging in Burundi's countryside, improved land allocation and reversal of land fragmentation will improve ecosystem integrity.

88. Environmental management demands knowledge, skills and know-how. Training government staff will allow for intervention implementation at the institutional level. Therefore, extension structures—those in charge of collecting data as well as community supervision structures—once strengthened, will help to improve soil productivity and land management and, in turn, will positively affect agricultural production. Implementation of a coordination framework will ensure that the various structures working in the field operate within a tight-knit framework. This synergy will prevent dispersing and duplicating efforts that are focused on sustainable land management. The strategic framework for building partnerships among ministerial institutions and the forum for the private sector will enable setting forth a common vision necessary for mainstreaming land degradation issues and ecosystem integrity into the day-to-day concerns of all sectors. It goes without saying that funding must follow. This obviously requires the identification of funding needs and potential donors.

89. In Burundi, it has been shown that land degradation amplifies the phenomena of desertification and climate change. Moreover, agricultural land clearing and increased erosion lies at the root of significant losses in biodiversity, including that of species unique in the world. Therefore, it is obvious that this project's ability to combat land degradation will have positive effects on the global environment. Located in central Africa, Burundi is situated at the confluence of the Nile and Congo basins. By preserving ecosystem integrity and health that are currently being degraded by irrational agricultural methods, the project will decrease pollution and loss of ecosystem services caused by erosion. This will have a positive impact on biodiversity in forest and aquatic settings, particularly by increasing fauna and flora. Reflection carried out within the framework of this project will enable judicious decisions about appropriate agricultural technologies and methods and the discarding of inappropriate techniques and technologies—e.g., the uncontrolled use of pesticides and chemical fertilizers and the introduction of exotic species in favor of indigenous agro-forestry plants.

### **Linkages to Implementing Agency's activities and programs**

90. This project falls under the UNDP/Burundi objectives. In fact, the Burundi-UNDP cooperation framework is the fruit of extensive collaboration between the government, civil society organizations (CSOs), development partners, and UNDP. This program is based on the national priorities as developed in the Poverty Reduction Strategy Paper (PRSP). Moreover, it is based on the country's common assessment document, the priority goals of the United Nations Framework-Plan for development aid, as well as new directions from the second Plan for long-term funding for the period 2004–2007.

The UN Framework-Plan sets out the six following priority goals: a) peace, reconciliation, and good governance; b) rehabilitation of disaster-stricken populations; c) economic growth and poverty eradication; d) access to basic social services; e) the fight against HIV/AIDS and malaria; f) population, agriculture and food security, and environment.

91. This project will pursue a number of the capacity issues identified in but not fully addressed by the NCSA due to limited funding. This MSP also responds in part to the capacity building goals identified in the National Action Plan for Adaptation to Climate Change (NAPA) which is in progress and funded by the GEF. In addition the project is consistent with the Environment Initiative for the New Partnership for Africa's Development (NEPAD), particularly its agricultural and environmental initiatives.

## **Stakeholder Involvement Plan**

### *Stakeholders*

92. The stakeholders in the project goals include all of the ministerial directorates whose activities assign them a direct role in land management.

- Directorate-General of Forests, Tourism and Environment;
- Directorate-General of Land Management, Agricultural Engineering;
- National Institute for the Environment and Nature Conservation;
- Geographic Institute of Burundi;
- Directorate-General of Mobilization for Agricultural Self-Development and Popularization;
- Directorate-General of Energy and Mines;
- Burundi Agronomy Sciences Institute; and
- Faculty of Agronomy Sciences at the University of Burundi.

93. Several non-governmental associations and community-based organizations are also involved in environmental and sustainable development activities and will take part in this project. The direct beneficiaries are mainly the local communities grouped by farmers, livestock owners, brick-makers, charcoal producers, etc. These groups are already connected to the NAP development process because they are indispensable for the implementation of the sustainable land management program.

94. Stakeholders will be involved at three different levels:

- Representation on the project's Steering Committee and Executive Committee;
- Participation in the actual implementation of project activities; and
- Participation in national and regional workshops and participatory appraisal meetings.

### *Directorate-General of Forests, Tourism and Environment*

95. The Directorate-General of Forests, Tourism and Environment of the Ministry of Land Management, Tourism and Environment has the highest responsibility for project implementation. It will accommodate the Project Management Unit, provide administrative and technical support to the project, and create a favorable climate for its progress. Therefore, this institution is in a position to closely follow project execution and ensure that the expected outcomes are delivered in strict compliance with the deadline in a satisfactory manner.

### *Ministry of Agriculture and Livestock*

96. The Ministry of Agriculture and Livestock will be involved in capacity building by training staff in land management techniques. It will also be in charge of development activity for the baseline policy in agricultural extension and its implementation into the pilot sites of the ecological zones. This key ministry in the land domain must participate on the project's Steering Committee and the Executive Committee. It will also be involved in organizing the various workshops.

### *Ministry of Finance and Ministry of Planning*

97. The Ministry of Finance and the Ministry of Planning will take part in the project's Steering Committee and the Executive Committee. It will play an advisory role and guide the mainstreaming of sustainable land management into sectoral policies and programs and the implementation of an investment plan.

### *Ministry of External Relations and Cooperation*

98. The Ministry of External Relations and International Cooperation will participate on the Executive Committee. Its main role is to create a favorable environment for establishing a partnership between the government, donors, etc., for resource mobilization. This ministry should also ensure appropriate collaboration between the government and UNDP-GEF. For this reason, it should participate in all tripartite meetings and monitoring and evaluation activities.

### *Local Communities*

99. Some local communities, through local associations, will be involved in executing project activities in Burundi's ecological zone pilot sites. Several individuals will be trained in land management. Additionally, communities will be invited to regional workshops to identify options and measures for land management, particularly during the development of the national strategy in agricultural extension and the environmental education program.

### *Non-Governmental Organizations*

100. National non-governmental organizations, particularly ODEB, AFEB, ENVIPROTECT, and APRN-BEPB, will also be involved through national and regional workshops, where various bodies will be invited to contribute to activities. These NGOs will also participate in capacity

building activities for local communities. In addition, their staffs will receive training in sustainable land management.

## FINANCIAL PLAN

### Streamlined Incremental Costs Assessment

101. Baseline activities, discussed above, are related to the overall environmental objective of developing capacities for sustainable use of the country's land resources. Incremental funding for this project from GEF will give added value to the three projects under way in Burundi, during the period 2007–2011. Funding coming from these projects is considered co-financing for the proposed MSP.

102. The Watershed Management Project (WMP) of Burundi, funded by the African Development Bank Group with a grant to Burundi through the ADF, will provide co-financing in the amount of \$300,000 for parallel activities linked to Outcome 1: for Output 1.1—Capacity building for local communities (\$200,000); and for Output 1.2—Institutional capacity building in sustainable land use and management (\$100,000).

103. Réseau Afrique 2000 Plus/Burundi (African Network 2000 Plus), a Burundian NGO, carries out parallel activities in community capacity building for communities to control and profit from their resources. It will provide co-financing in the amount of \$75,000 for reference activities linked to Outcome 1—Capacity building in sustainable land management for local communities (\$50,000); and Outcome 2—Mainstreaming issues of sustainable land management into government policies (\$25,000).

104. INADES-Formation (Training) Burundi will carry out complementary activities on sustainable land management in the field. It will provide co-financing in the amount of \$180,000 for parallel activities: Outcome 1—Capacity building in sustainable land management for local communities (\$100,000); Outcome 2—Mainstreaming sustainable land management into government policies (\$50,000); and Outcome 3—Establishment of an Investment Plan and its Resource Mobilization (\$30,000).

### Project budget

**Table 1: Summary project budget**

Component	GEF (US\$)	Co-financing (US\$)				Total
		GoB	PABV – ADB	Africa 2000	INADES	
1. Capacity building for sustainable land management	358,000	0	300,000	50,000	100,000	808,000
2. Mainstreaming sustainable land management into development policy	49,000	0	0	25,000	50,000	124,000

3. Establishment of a Medium-Term Investment Plan and its resource mobilization	21,500	0	0	0	30,000	51,500
4. Implementation of functional management unit and adaptive learning	46,500	100,000	0	0	0	146,500
<b>TOTAL MSP</b>	<b>475,000</b>	<b>100,000</b>	<b>300,000</b>	<b>75,000</b>	<b>180,000</b>	<b>1,130,000</b>

**Table 2: Detailed description of estimated co-financing sources**

Name of Co-financier (source)	Classification*	Type*	Amount (US\$)	Phase*	Status
Government of Burundi	Government	In kind	100,000	2007-2010	Confirmed
PABV – ADB	Multilateral	Cash	300,000	2006-2011	Confirmed
The Réseau Afrique 2000 Plus/Burundi (African Network 2000 Plus)	NGO	Cash	75,000	2007-2010	Confirmed
INADES-formation (training)	NGO	Cash	180,000	2007-2010	Confirmed
Total			<b>\$655,000</b>		

### Additional financial information

#### Project administration budget<sup>9</sup>

Component	Estimated consultant weeks	GEF(\$)	Other sources (\$)	Project total (\$)
Local consultants/project staff*	351	34,400	25,000	59,400
Office facilities, equipment, vehicles and communications		8,800	63,000	71,800
Travel		2,000	7,000	9,000
Miscellaneous		1,300	5,000	6,300
Total		46,500	100,000	146,500

\* Local consultants in this table are those who are hired for functions related to the management of the project.

#### Consultants working for technical assistance components:

<sup>9</sup> For all consultants hired to manage project, please attach the Terms of Reference, giving a description of their staff weeks, roles and functions in the project, and their position titles in the organization, such as project officer, supervisor, assistants or secretaries.

Component	Estimated consultant weeks	GEF(\$)	Other sources (\$)	Project total (\$)
Local consultants	256	108,400	78,600	187,000
International consultants	35*	61,000	44,000	105,000
Total	291	169,400	122,600	292,000

\* International consultants for Mid-Term review and Final Evaluation review will be working 6 days a week.



## **PART III: MANAGEMENT ARRANGEMENTS**

### **PROJECT IMPLEMENTATION PROCESS**

#### **Institutional framework and project implementation arrangements**

##### *Institutional Framework*

105. The UNDP Country Office in Burundi will be the GEF implementation agency for the project. The project will be executed under UNDP National Execution (NEX) modalities and procedures in accordance with the appropriate GEF guidelines for SLM Medium-Sized Projects. The Directorate-General of Forests, Tourism and Environment will be the project's National Implementing Agency. A Steering Committee will provide proper guidance and advice for the project.

##### *National Implementing Agency*

106. The Directorate-General of Forests, Tourism and Environment, which is the CCD Institutional Operational Focal Point, is the National Implementing Agency. The Executive Director of this institution, appointed by the Ministry of Land Management, Tourism and Environment, will be the National Director of the project. He or she will represent the government in project execution and will be the project co-signer. The National Director will be responsible for project implementation and will ensure that expected outcomes are delivered correctly and on time, through proper execution of project activities. Additionally, he or she must provide all administrative and technical support necessary for the project.

#### **Implementation Agreement**

##### *Project Management Unit*

107. The implementation of project activities will be executed by a project management unit made up of a National Project Coordinator and an administrative and financial assistant (cf. Terms of Reference in Annex 1). These individuals will be recruited according to National Execution (NEX) procedures. The National Coordinator will be responsible for the Project Management Unit and will work under the direction of the National Project Director.

##### *Technical Committee*

108. A technical committee will be established and authorized to direct project implementation. (The Terms of Reference for this Committee are in Annex 2). The Technical Committee will meet once per month during the project's inception phase and every two months during project execution.

##### *Steering Committee*

109. A Steering Committee will be set up and should include representatives from all stakeholders. It will be authorized to advise the Project Management Unit and will meet every

two months to support the Management Unit in the planning, monitoring, and evaluation of project activities. The Terms of Reference for the Project Steering Committee are in Annex 3.

### *UNDP*

110. The GEF implementation agency for the project will be the UNDP Country Office. UNDP will ensure that the project is carried out according to UNDP procedures in the country and by following GEF guidelines for implementing a medium sized project on sustainable land management. The UNDP will work closely with the National Project Director in overall supervision of project activities. It will also develop and strengthen relations with other relevant projects.

### *Other Partners*

111. The project will hire national and international consultants to provide technical assistance throughout the project. Given the importance of the Ministry of Agriculture and Livestock's role in implementing the NAP, and of the Ministry of Planning and the Ministry of Finance in mobilizing financial resources, a partnership for specific activities will be established between these ministries and those that deal with the environment. The ministries involved will thus take responsibility for these activities, holding them accountable to the outcomes from their activities.

112. To benefit from the experiences and lessons learned by other projects, consultations and collaboration will be conducted with other relevant projects.

### *Government of Burundi*

113. The Government of Burundi provides a National Project Director. She or he will be in charge of the project's overall supervision in close collaboration with UNDP and will provide the project team with office space. In addition, the Project Director will produce a budget at the start of the program that will cover all ongoing expenses linked to activities (maintenance costs for equipment acquired within the project framework, office supplies, etc.). At the project's end, funding for these activities will be assumed by the National Budget (internal resources or national equivalent). The government will also take necessary measures to take advantage of practices developed by the project and lessons learned therein.

114. Project activities have been developed in the logical framework. Details concerning these activities and their implementation will be developed after the inception workshop.

## **PART IV: MONITORING AND EVALUATION**

### **STANDARD MONITORING AND EVALUATION PROCESS**

#### **General M&E Plan**

115. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country office, with support from the UNDP-GEF Regional Coordinator. The Logical Framework Matrix (Section II, page 38) provides *performance* and *impact* indicators for project implementation along with their corresponding *means of verification*. The project's monitoring and evaluation system will be based on these factors.

116. The paragraphs below describe the main components of the Monitoring and Evaluation Plan in their guidelines, as well as the estimated costs linked to monitoring-evaluation activities. The project's Monitoring and Evaluation Plan will be presented and finalized in the project inception report, after a collective adjustment of the indicators and means of verification and the detailed definition of staff responsibility in terms of monitoring and evaluation.

#### ***Using the Monitoring and Evaluation and Report Preparation Tool Kit***

117. Monitoring and evaluation will be an integral part of the management and learning that will be used to improve project efficacy and efficiency. Monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the Project Management Unit, in collaboration with the UNDP Country Office (CO) and with support from the UNDP-GEF Regional Coordination Unit. All monitoring and evaluation activities will be guided by the Logical Framework Matrix in Section II, Table 6, which provides *performance* and *impact* indicators for project implementation along with their corresponding *means of verification*.

118. The project will use the Monitoring and Evaluation and Report Preparation Tool Kit provided by the Portfolio Project's Global Support Unit (GSU). It will fill out and submit an Annual Project Review Form to the UNDP-Burundi CO by 1<sup>st</sup> July annually for review and subsequent transmission to the Regional Coordination Unit by the 15<sup>th</sup> July.

#### ***Project Inception Phase***

119. A Project Inception Workshop will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF Regional Coordinating Unit, as well as UNDP-GEF (HQs) as appropriate.

120. A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project's goals and objectives, as well as finalize preparation of the project's first annual work plan on the basis of the project's logical framework matrix. This will include reviewing the logical framework (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise finalize the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project.

121. Additionally, the purpose and objective of the Inception Workshop (IW) will be to: (i) introduce project staff with the UNDP-GEF *expanded team* which will support the project during its implementation, namely the CO and responsible Regional Coordinating Unit staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff *vis à vis* the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Project Report (APR), Tripartite Review Meetings, as well as mid-term and final evaluations. Equally, the IW will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget adjustments.

122. The IW will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff and decision-making structures will be discussed again as needed, in order to clarify for all, each party's responsibilities during the project's implementation phase.

### **Monitoring responsibilities and events**

123. A detailed schedule of project review meetings will be developed by the project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Tripartite Reviews, Steering Committee Meetings and (ii) project related Monitoring and Evaluation activities.

124. *Day to day monitoring of implementation progress* will be the responsibility of the Project Coordinator, based on the project's Annual Work Plan and its indicators. The Project Team will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

125. The Project Coordinator and the UNDP-GEF Regional Technical Advisor will fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-CO and assisted by the UNDP-GEF Regional Coordinating Unit (RCU). Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. The local implementing agencies will also take part in the Inception Workshop in which a common vision of overall project goals will be established. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the project team.

126. Measurement of impact indicators related to global benefits will occur according to the schedules defined in the Inception Workshop. The measurement, of these will be undertaken through subcontracts or retainers with relevant institutions (e.g. vegetation cover via analysis of satellite imagery, or populations of key species through inventories) or through specific studies that are to form part of the projects activities (e.g. measurement carbon benefits from improved efficiency of ovens or through surveys for capacity building efforts) or periodic sampling such as with sedimentation.

127. *Periodic monitoring of implementation progress* will be undertaken by the UNDP-CO through quarterly meetings with the project proponent, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

128. UNDP Country Offices and UNDP-GEF RCUs as appropriate, will conduct yearly visits to projects that have field sites, or more often based on an agreed upon schedule to be detailed in the project's Inception Report / Annual Work Plan to assess first hand project progress. Any other member of the National Steering Committee can also accompany, as decided by the NSC. A Field Visit Report will be prepared by the CO and circulated to the project team, all NSC members, and UNDP-GEF no later than one month after the visit.

129. *Annual Monitoring* will occur through the *Tripartite Review (TPR)*. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Tripartite Review (TPR) at least once every year. The first such meeting will be held within the first twelve months of the start of full implementation. The project proponent will prepare an Annual Project Report (APR) and submit it to UNDP-CO and the UNDP-GEF RCU at least two weeks prior to the TPR for review and comments.

130. The APR will be used as one of the basic documents for discussions in the TPR meeting. The project proponent will present the APR to the TPR, highlighting policy issues and recommendations for the decision of the TPR participants. The project proponent also informs the participants of any agreement reached by stakeholders during the APR preparation on how to resolve operational issues. Separate reviews of each project component may also be conducted if necessary.

### ***Terminal Tripartite Review (TTR)***

131. The terminal tripartite review is held in the last month of project operations. The project proponent is responsible for preparing the Terminal Report and submitting it to UNDP-CO and UNDP-GEF Regional Coordinating Unit. It shall be prepared in draft at least two months in advance of the TTR in order to allow review, and will serve as the basis for discussions in the TTR. The terminal tripartite review considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation of formulation.

132. The TPR has the authority to suspend disbursement if project performance benchmarks are not met. Benchmarks will be developed at the Inception Workshop, based on delivery rates, and qualitative assessments of achievements of outputs.

### **Project Monitoring Reporting**

133. The Project Coordinator in conjunction with the UNDP-GEF extended team will be responsible for the preparation and submission of the following reports that form part of the monitoring process. Items (a) through (f) are mandatory and strictly related to monitoring, while

(g) through (h) have a broader function and the frequency and nature is project specific to be defined throughout implementation.

**(a) *Inception Report (IR)***

134. A Project Inception Report will be prepared immediately following the Inception Workshop. It will include a detailed First Year/Annual Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Work Plan would include the dates of specific field visits, support missions from the UNDP-CO or the Regional Coordinating Unit (RCU) or consultants, as well as time-frames for meetings of the project's decision making structures. The Report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months time-frame.

135. The Inception Report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may effect project implementation.

136. When finalized the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Country Office and UNDP-GEF Regional Coordinating Unit will review the document.

**(b) *Annual Project Report (APR)***

137. The APR is a UNDP requirement and part of UNDP's Country Office central oversight, monitoring and project management. It is a self -assessment report by project management to the CO and provides input to the country office reporting process and the ROAR, as well as forming a key input to the Tripartite Project Review. An APR will be prepared on an annual basis prior to the Tripartite Project Review, to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work.

138. The format of the APR is flexible but should include the following:

- An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome
- The constraints experienced in the progress towards results and the reasons for these
- The three (at most) major constraints to achievement of results
- AWP, CDR and other expenditure reports (ERP generated)
- Lessons learned
- Clear recommendations for future orientation in addressing key problems in lack of progress

**(c) *Project Implementation Review (PIR)***

139. The PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects. Once the project has been under implementation for a year, a Project Implementation Report must be completed by the CO together with the project. The PIR can be prepared any time during the year (July-June) and ideally prior to the TPR. The PIR should then be discussed in the TPR so that the result would be a PIR that has been agreed upon by the project, the executing agency, UNDP-CO and the RCU.

140. The individual PIR are collected, reviewed and analyzed by the RCU prior to sending them to the focal area clusters at the UNDP-GEF headquarters. The focal area clusters, supported by the UNDP-GEF M&E Unit, analyze the PIR by focal area, theme and region for common issues/results and lessons. The Principal and Regional Technical Advisors play a key role in this consolidating analysis.

141. The focal area PIR are then discussed in the GEF Interagency Focal Area Task Forces in or around November each year and consolidated reports by focal area are collated by the GEF Independent M&E Unit based on the Task Force findings.

142. The GEF M&E Unit provides the scope and content of the PIR. In light of the similarities of both APR and PIR, UNDP-GEF has prepared a harmonized format for reference.

**(d) *Quarterly Progress Reports***

143. Short reports outlining main updates in project progress will be provided quarterly to the local UNDP Country Office and the UNDP-GEF regional office by the project team.

**(e) *Periodic Thematic Reports***

144. As and when called for by UNDP, UNDP-GEF or the Implementing Partner, the project team will prepare Specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered. UNDP is requested to minimize its requests for Thematic Reports, and when such are necessary will allow reasonable timeframes for their preparation by the project team.

**(f) *Project Terminal Report***

145. During the last three months of the project the project team will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met or not achieved, structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the Project's activities.

(g) **Technical Reports** (project specific-optional)

146. Technical Reports are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the Inception Report, the project team will prepare a draft *Reports List*, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary this *Reports List* will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.

(h) **Project Publications** (project specific-optional)

147. Project Publications will form a key method of crystallizing and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

## **Independent Evaluation**

The project will be subjected to at least two independent external evaluations as follows:

### ***Mid-term Evaluation***

148. An independent Mid-Term Evaluation will be undertaken at the end of eighteen months of implementation. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP-CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

### ***Final Evaluation***

149. An independent Final Evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on the same issues as the mid-term evaluation. The final



evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF HQ.

### **Audit Clause**

150. The Government will provide the Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government.

### **Learning and Knowledge Sharing**

151. Results from the project will be disseminated within and beyond the project intervention zone through a number of existing information sharing networks and forums. In addition:

- ◆ The project will participate, as relevant and appropriate, in UNDP-GEF sponsored networks, organized for Senior Personnel working on projects that share common characteristics. UNDP-GEF shall establish a number of networks, such as Integrated Ecosystem Management, eco-tourism, co-management, etc, that will largely function on the basis of an electronic platform.
- ◆ The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned.

152. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identify and analyzing lessons learned is an on-going process, and the need to communicate such lessons as one of the project's central contributions is a requirement to be delivered not less frequently than once every 12 months. UNDP-GEF shall provide a format and assist the project team in categorizing, documenting and reporting on lessons learned. To this end a percentage of project resources will need to be allocated for these activities.

**Table 5: Detailed M&E Plan and Budget**

Type of M&E activity	Lead responsible party	Budget	Time frame
Inception Report	Project implementation team	None	At the beginning of project implementation
Three manuals written (M&E, Accounting, technical)	GEF (upon National Bid)	None	If possible as soon as project starts.
Baseline study in project zone	Executing agency using local consultation	None	At the beginning of the project
Annual step report/Report on project progress	Government, UNDP country office, executing agency, project team, Project Officer for UNDP-GEF <sup>10</sup>	None	Every year, in June of the current year at the latest
Tripartite meeting and report	Government, UNDP country office, executing agency, project team, Project Officer for UNDP-GEF	None	Every year, upon receiving the annual step report
External mid-term evaluation	Project team, UNDP-GEF HQ, Project Officer UNDP-GEF, UNDP country office, executing agency	15 000 \$	Midway through the length of the project
Final external evaluation	Project team, UNDP-GEF head office, Project Officer UNDP-GEF, UNDP country office, executing agency	15 000 \$	At the end of project implementation; Evaluation ex-post: about two years after the end of the project
Final report	UNDP country office, Project Officer UNDP-GEF, project team	None	At least one month before the end of the project
Verification	Executing agency, UNDP country office, project team	1 000 \$	Each year
Field visits	UNDP country office, executing agency	2 000 \$ per year	Each year
Lessons learned	UNDP-GEF, Secretariat of GEF, project team, executing agency	4 000 \$ per year	Each year
<b>TOTAL COST</b>		<b>\$ 49,000</b>	

<sup>10</sup> The manager of UNDP-GEF tasks is a broad term that includes regional counselors, sub-regional coordinators, and GEF project specialists residing in the region or at the main office.

## SECTION II: STRATEGIC RESULTS FRAMEWORK

### PROJECT LOGICAL FRAMEWORK MATRIX

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
<b>Goal:</b> <i>Contribute to the mitigation of land degradation and promote ecosystem integrity and stability, with enhanced ecological functions and services by building national and local capacity and mainstreaming SLM issues into national development strategies and policies</i>					
<b>Objective of the project :</b> <i>Strengthen the enabling environment for sustainable land management while ensuring broad-based participatory support for the process</i>	Indicators	Baseline	Target		
	The Sustainable Land Management Unit is established, officially recognized, and operational	No official structure exists that is exclusively in charge of sustainable land management	Members of the Sustainable Land Management Unit (SLMU) and of the ONC are trained and sensitized on the objectives and expected outcomes  Members of the SLMU develop advocacy and Training Guides on Sustainable Land Management	Government documents Activity reports, Training Guides and Advocacy developed by the SLMU	Existence of a fairly stable socio-political situation.  Funds are available to carry out the work.
	Issues in sustainable land management are systematically taken into account in the development of policies and plans	SLM issues have not yet been integrated into development activities in Burundi	Funding for the NAP will be including in the National Budget by Y2 of the project. SLM issues will be integrated into a revised PRSP for Burundi by Y2	Government documents Project reports	
	Interventions in sustainable land management that have been developed and funded are based on the Medium-Term Investment Plan	Ongoing activities on SLM are not based on an investment plan	A project portfolio on SLM, including short project summaries for a minimum of five (5) SLM projects, will be developed and funding will be available or under negotiation for at least 4 of these activities by the middle of Y3	Government documents MSP project reports Project documents Correspondence with donors	

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
<b>Goal: Contribute to the mitigation of land degradation and promote ecosystem integrity and stability, with enhanced ecological functions and services by building national and local capacity and mainstreaming SLM issues into national development strategies and policies</b>					
<b>Outcome 1: Capacity for sustainable land management reinforced</b>	Indicators	Baseline	Target		
	The Sustainable Land Management Unit (SLMU) within the National Coordination Body for the Convention to Combat Desertification (ONC) is established and operational	Inexistence of an officially recognized structure in charge of sustainable land management issues	<p>Official establishment of the Sustainable Land Management Unit within the ONC by Y1; the SLMU meets quarterly after it is established</p> <p>Two (2) awareness-raising activities completed for SLMU members regarding the project's expected outcomes and their mission within the first six months after the start of the project</p>	<p>Document of creation and acknowledgement by the government</p> <p>SLMU activity reports</p>	<p>Existence of a stable socio-political situation</p> <p>Continuous support from the government</p> <p>Willingness of all development partners to integrate SLM issues</p>
	Capacity of local communities in sustainable land resource use and management is reinforced	<p>Responsibility for natural resources management has not been effectively decentralized</p> <p>The population does not have access to legal texts in their languages</p> <p>Technical capacities are weak at the local community level</p>	<p>Two (2) workshops for information and awareness-raising for representatives from local communities by ecological zone (5 zones) during the first two (2) years of the project</p> <p>Key legal texts in four (4) main areas – land tenure, appropriate agriculture practices, forest use and management, and bush fire control – translated into 2 local languages during the two years of the project</p> <p>One training workshop for local community representatives on integrated sustainable land management in the five (5) ecological zones during the first year of the project = 5 workshops in Y1</p>	<p>Report for workshops, seminars, evaluations, etc.</p> <p>Translated versions of legal texts = 4 texts translated x 2 local languages = 8 translated texts before end of Y2</p> <p>Training workshop reports Evaluation reports Project activity reports Evaluation reports Government documents</p>	<p>The project is well managed</p> <p>Existence of good collaboration between MINATTE and the other involved ministries</p>
	SLM is strengthened through improved institutional capacities for land resources administration and management at the		An awareness-raising and training workshop for locally elected officials for each of the five (5) ecological zones and each year –	Workshop reports Monitoring and evaluation reports	

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
<b>Goal: Contribute to the mitigation of land degradation and promote ecosystem integrity and stability, with enhanced ecological functions and services by building national and local capacity and mainstreaming SLM issues into national development strategies and policies</b>					
	Indicators	Baseline	Target		
	community level		5 zones x 3 years = 15 sessions		
	Competency of the staff of relevant ministries is strengthened in sustainable land management (SLM) best practices	<p>MINATTE and MINAGRI staff lack knowledge in appropriate technologies for SLM</p> <p>Lack of participatory local/community land use management, including the use of improved agricultural methods. No watershed management plans</p> <p>Lack of competent staff; reference documents; and dialogue between the Government and various stakeholders</p>	<p>At least 8 staff members from MINATTE and MINAGRI trained in the areas of water control and watershed management and community SLM planning during the first year (Y1) of the project</p> <p>Best Practices document and other SLM tools available at the national level before the end of Y1</p> <p>Validation workshop for environmental education extension program before the end of Y1</p> <p>Validation workshop on the national strategy for sustainable agriculture and community-level land use management/planning during the first year</p> <p>Validation workshop for 5 watershed management plans during the last 6 months of Y2</p>	<p>Training materials Training reports Project reports</p> <p>Best practices document National strategy document</p> <p>Reports for workshops, seminars, etc.</p> <p>Workshop report National strategy document on sustainable agriculture</p> <p>5 documents for watershed-use plans Workshop reports</p>	

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
<b>Goal: Contribute to the mitigation of land degradation and promote ecosystem integrity and stability, with enhanced ecological functions and services by building national and local capacity and mainstreaming SLM issues into national development strategies and policies</b>					
<b>Outcome 2: Sustainable land management mainstreamed into development policy</b>	Indicators	Baseline	Target		
	Partnerships built to ensure SLM mainstreaming into all sectors is established and operational	Environmental issues are not considered in ministry policies and programs other than those specifically dealing with the environment	Two round table discussions with participating Ministers twice per year during the project's first two years  A meeting of the National Environment Commission every 3 months of the project  SLMU members participate in all planning activities of the various ministries and other programs such as the PRSP	Ministries round table meeting report  Meeting reports from the National Environment Commission	Institutions involved will be willing to collaborate on integrated approaches  Information systems have been developed  The government and the key involved institutions establishments will devote the necessary resources for maintaining SLM during the entire project
	SLM is mainstreamed into the legal framework by developing applicable texts for the various sectors (e.g. agriculture, land tenure) and into sectoral policies and development programs	Legal texts are either non-existent or not applied.  There is no policy to integrate land management into sectoral programs  SLM factors are not systematically taken into account in the development of programs	Draft of 3 legal texts available Month 24 of the project  At least 3 sectoral strategies take SLM issues into account within Y2 of the project  At least 3 national policies developed or updated (PRSP) during the project's duration will address SLM issues by Y3	Legal texts on mainstreaming Project reports  Report on government programs Project reports  Policy and program document visualizing land management interventions MSP project reports	Good monitoring and evaluation method is under development
	Knowledge about SLM is shared among the various stakeholders	No effective public awareness raising activities on SLM exist	A SLM public awareness campaign, including raising awareness on environmental issues in the biotech sector, carried out during Y1  Information sessions held in the 5 ecological zones local community representatives, NGOs, and technicians on SLM best practices and community participation in	Public awareness materials  Reports from meetings with associations, civil society, NGOs and other private organizations, and women	The tasks of each of the actors have been well defined

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
<b>Goal: Contribute to the mitigation of land degradation and promote ecosystem integrity and stability, with enhanced ecological functions and services by building national and local capacity and mainstreaming SLM issues into national development strategies and policies</b>					
	Indicators	Baseline	Target		
		No “network” exists to generate collaboration in SLM	SLM An informal, but effective network established by the end of Y2 to promote associations, civil society, NGOs, other private organizations, and women for coordinated interventions in land resource management and regular information exchange	Project reports	
<b>Outcome 3: Medium-Term Investment Plan developed and implemented</b>	An Investment Plan and its Resource Mobilization is used in NAP implementation	Weak funding allocation by the government for interventions to combat land degradation	A needs-identification workshop held during the first six months of the first year  Validation workshop for an Investment Plan by Month 15 of the project  Draft of 5 project concept notes available by Month 22 of project  Validation workshop for project concept notes by Month 24 of project  Investment Plan and Resource Mobilization and project concept notes approved by the government 27 months after the project’s start	A document reporting funding needs and all funding sources  National strategy document matches an investment plan and funding mobilization  Project concept documents  Validation workshop report  Government approval of Investment Plan	Political support manifests at the intervention level  The government and donors are ready to provide funding  Schedule for activities is followed  Absence of a financial crisis in Burundi
	A partnership framework is established between the government, communities, and donors for implementation of the Medium Term Investment Plan and Resource Mobilization	Decentralized planning and resource efforts have never taken place in the country  Interventions,	A meeting of donors during the Month 12 of the project  Mobilization Strategy developed by Month 24  Funding sources are identified	Donor workshop report  Document summarizing all funding sources and roadmap of financial mobilization strategy  Letters to potential donors	

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
<b>Goal: Contribute to the mitigation of land degradation and promote ecosystem integrity and stability, with enhanced ecological functions and services by building national and local capacity and mainstreaming SLM issues into national development strategies and policies</b>					
	Indicators	Baseline	Target		
<b>Outcome 4: Implementation of functional management unit and adaptive learning</b>	A system to monitor and evaluate the NAP implementation and Investment Plan developed and implemented	No existing investment plan	NAP effectiveness assessed annually  Investment plan verified annually	Letters from donors expressing interest in funding  MTIP M&E report  Project reports MTIP M&E report	
	Effective management for outcomes has been set up	No activities in progress	Project Management Unit established and functional  Financial audit prepared each year	Project documents and annual reports  Audit report	The project management team has an open mind and is willing to learn from experience
	Project workplan implemented	No activities in progress	All monitoring activities have been carried out as proposed  Project reports have been prepared and submitted	Project reports	Timely and continuous support from the government and UNDP-GEF exists
	Lessons learned are collected and disseminated	No activities in progress	Relevant and important lessons are collected and diffused at the end of the project	Technical documents Web-site	



## ACTIVITY TIMELINE

Output	Activity	Years								
		A1			A2			A3		
<b>1.1 The Sustainable Land Management Unit within the National Coordination Body for the Convention to Combat Desertification (ONC) is established and operational</b>	1.1.1 The Sustainable Land Management Unit (SLMU) is established officially composed of permanent members appointed from within the ONC, with approved mandate for action.									
	1.1.2 The SLMU is equipped and the members are sensitized about the expected outcomes for the MSP									
	1.1.3 The SLMU designs advocacy documents for SLM and leads activities to promote SLM									
<b>1.2. Capacity of local communities in sustainable land resource use and management is reinforced.</b>	1.2.1. Translate key legal texts related to land resource management into local languages and disseminate to local communities									
	1.2. 2. Sensitize and train locally elected officials about local community involvement in sustainable land management and on obeying related laws									
	1.2.3. Train local communities about an integrated land management system in carefully chosen pilot sites in the different ecological zones									
<b>1.3. SLM is strengthened through improved institutional capacities for land resources administration and management</b>	1.3.1. Strengthen MINAGRI staff by implementing a national strategy for sustainable agriculture extension									
	1.3.2. Sensitize and train policy makers at all levels on the importance of their effective involvement and the need to improve sustainable land management									
	1.3.3. Develop capacities in the MINATTE by implementing watershed management plans according to the country's ecological zones									
<b>1.4 Competency of the staff of involved ministries is strengthened in best practices for sustainable land management</b>	1.4.1. Train staff specializing in land management, especially in the domains of water control, hydrometeorology, and watershed management									
	1.4.2. Strengthen MINATTE staff by implementing a collaborative environmental education program in land management									
	1.4.3. National administrators and field agents from the MINATTE and MINAGRI are trained in land use planning and sustainable agriculture practices									
<b>2.1 Partnerships built to ensure SLM mainstreaming into all sectors is established and operational</b>	2.1.1. Implement a strategic framework bringing together the involved ministries focused on an integration mechanism for options for combating land degradation in policies and sectoral programs									

Output	Activity	Years								
		A1			A2			A3		
	2.1.2. Strengthen the efficacy of the National Environment Commission by implementing a coordination component for actors at all levels of the land management domain									
	2.1.3. Implement and strengthen an incentive framework in the MINATTE to promote associations, civil society, NGOs and other private organizations, and women for coordinated interventions in sustainable land resource management									
<b>2.2 SLM is mainstreamed into the legal framework by developing applicable texts for the various sectors (e.g. agriculture, land tenure)</b>	2.2.1. Develop and disseminate legal texts that address mainstreaming SLM issues into development policies and programs									
	2.2.2 Involve SLMU members in exercises to design and plan development programs									
	2.2.3 Execute an informational awareness-raising campaign for all partners aimed at integrating SLM into development policies									
<b>2.3 Knowledge about SLM is shared among the various stakeholders</b>	2.3.1 Information sessions held in the 5 ecological zones for certain individuals in local communities, NGOs, and technicians in the field on project advancement and lessons learned									
	2.3.2 An informal network established to promote regular SLM information exchange									
	2.3.3 Diffusion of SLM knowledge specific to Burundi through publications on CD and in printed documents to target individuals at every level									
<b>3.1. An Investment Plan and its Resource Mobilization is used in NAP implementation</b>	3.1.1. Identify needs for sustainable land management									
	3.1.2. Develop a National Strategy for Financial Resource Investment and Mobilization (SNIMRF)									
<b>3.2. A partnership framework is established between the government, communities, and donors for implementation of the Mid-Term Investment Plan and Resource Mobilization</b>	3.2.1. Draft project concept notes on relevant interventions in the SNIMRF and submit them to donors									
	3.2.2. Establish a partnership framework bringing together the government, communities, and donors on the issue of combating land degradation									
<b>3.3. A system to monitor and evaluate the NAP implementation and Investment Plan developed and implemented</b>	3.3.1 Develop monitoring and evaluation plan to assess NAP effectiveness during the medium and long term									
	3.3.2 Conduct periodic evaluations on Investment Plan status									

Output	Activity	Years								
		A1			A2			A3		
<b>4.1 Effective management for outcome has been set up</b>	4.1.1 Project Management Unit established	■								
	4.1.2 Project equipment purchased	■								
	4.1.3 Annual Audits conducted			■			■			■
<b>4.2 Project workplan implemented</b>	4.2.1 Inception workshop held and its report completed	■								
	4.2.2 Annual Report and Project Implementation Verification documents presented to the Steering Committee			■			■			■
	4.2.3 Technical reports		■	■	■	■	■	■	■	■
	4.2.4 External Evaluations (mid-term and final) conducted					■				■
	4.2.5 Toolkit for Monitoring and Evaluation form filled out and submitted			■			■			■
<b>4.3 Lessons learned are collected and disseminated</b>	4.3.1 Lessons learned collected		■	■	■	■	■	■	■	■
	4.3.2 Lessons learned prepared			■	■	■	■	■	■	■
	4.3.3 Lessons learned diffused					■	■	■	■	■

## TOTAL ATLAS BUDGET AND WORKPLAN

Award id: 00041608

Award Title: PIMS 3380 – LD-LDC-SIDS–MSP–Burundi SLM

Project id: 00047515

Project Title: Capacity Building for Sustainable Land Management in Burundi

Implementing Agency/ Executing Modality: UNDP/NEX

ATLAS ACTIVITIES / GEF OUTCOMES	Responsible Party	Fund ID	Donor Name	Atlas Budget Code	ATLAS Budget Description	Amount 2007 US \$	Amount 2008 US \$	Amount 2009 US \$	Amount 2010 US \$	TOTAL US \$	See Budget Note
ACTIVITY 1: Individual and Institutional capacity for SLM developed	GOV/ MEPN	62000	GEF (10003)	71300	Local Consultants	0	6,400	8,000	6,000	20,400	1
				71600	Travel	7,000	20,000	20,000	13,000	60,000	2
				73100	Contractual Services Individual	17,000	25,000	25,000	19,000	86,000	3
				72800	Information Technology Equipment	4,000				4,000	
				71200	International consultant	5,000	15,000	15,000	12,000	47,000	4
				72300	Material and Goods	0	13,500	13,600	0	27,100	
				72400	Communication and AV equipment	3,000				3,000	
				74200	Audio Visual and Print Prod costs	8,000	20,000	20,000	21,000	69,000	
				73400	Rental and Maintenance of other equipments	6,000	12,000	12,000	8,000	38,000	5
				74500	Miscellaneous Expenses	500	1,000	1,000	1,000	3,500	
			<b>Sub-Total GEF</b>	<b>50,500</b>	<b>112,900</b>	<b>114,600</b>	<b>80,000</b>	<b>358,000</b>			
			INADES					100,000			
			PABV-BAD					300,000			
			Afrique 2000					50,000			
	<b>Sub-Total Cofinancing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>					
<b>SUB-TOTAL ACTIVITY 1</b>					<b>50,500</b>	<b>112,900</b>	<b>114,600</b>	<b>80,000</b>	<b>808,000</b>		
ACTIVITY 2: SLM Mainstreamed into economic and sectoral development	GOV/ MEPN	62000	GEF (10003)	71600	Travel	3,500	7,000	7,000	4,000	21,500	6
				72100	Contractual Services-Companies	1,000	2,000	2,000	2,500	7,500	
				71200	International consultant		4,000		2,000	6,000	7
				74200	Audio Visual and Print Prod costs	0	5,000	4,000	3,000	12,000	
				74500	Miscellaneous Expenses	500	500	500	500	2,000	
					<b>Sub-Total GEF</b>	<b>5,000</b>	<b>18,500</b>	<b>13,500</b>	<b>12,000</b>	<b>49,000</b>	
			INADES					50,000			
			Afrique 2000					25,000			
	<b>Sub-Total Cofinancing</b>					<b>75,000</b>					
<b>SUB-TOTAL ACTIVITY 2</b>									<b>124,000</b>		

<b>ACTIVITY 3: Medium Term Investment Plan being financed and implemented</b>	<b>GOV/ MEPN</b>	04000	GEF (10003)	71600	Travel	0	1,500	6,000	1,000	8,500	<b>8</b>
				72100	Local Consultants			2,000		2,000	<b>9</b>
				71200	International consultant	0	0	8,000		8,000	<b>10</b>
				74200	Audio Visual and Print Prod costs	0	1,000	1,000	1,000	3,000	
				<b>Sub-Total GEF</b>		<b>0</b>	<b>2,500</b>	<b>17,000</b>	<b>2,000</b>	<b>21,500</b>	
			INADES					30,000			
<b>SUB-TOTAL ACTIVITY 3</b>								<b>51,500</b>			
<b>ACTIVITY 4: Learning, evaluation and adaptive management improved</b>	<b>GOV/ MEPN</b>	62000		71400	Contractual Services-Individual	3,000	10,000	10,000	8,400	31,400	<b>11</b>
				72200	Equipment and furniture	3,000				3,000	
				72500	Supplies	500	500	500	500	2,000	
				72800	Information Technology Equipment	2,000				2,000	
				74200	Audio Visual and Print Prod costs	300	500	500	500	1,800	
				71600	Travel	500	500	500	500	2,000	
				74100	Professional Services (audit)	0	1,000	1,000	1,000	3,000	
				74500	Miscellaneous Expenses	0	500	500	300	1,300	
		<b>Sub-Total GEF</b>		<b>9,300</b>	<b>13,000</b>	<b>13,000</b>	<b>11,200</b>	<b>46,500</b>			
			Government					100,000			
<b>Sub-total Cofinancing</b>						<b>100,000</b>					
<b>SUB-TOTAL ACTIVITY 4</b>								<b>146,500</b>			
<b>TOTAL GEF</b>					<b>64,800</b>	<b>146,900</b>	<b>158,100</b>	<b>105,200</b>	<b>475,000</b>		
<b>TOTAL COFINANCING</b>									<b>655,000</b>		
<b>TOTAL PROJECT</b>									<b>1,130,000</b>		

- (1) (9) Local Consultant costs include:
- 6 consultant week for Mid Term (15 days) and Final Evaluation (15 days)
  - 12 consultant week for the development of training modules and innovative tools (30) and training (40 days)
  - 2 consultant/week at a rate of 200 US\$ for the elaboration of Mid Term Investment Plan
- (2) These travel costs includes cost for participation in regional and subregional dedicated training and exchange of experiences.
- (3) Cost of Technical project staff to monitor and supervise the project's technical activities of the project (156 staff/week)
- (4) (7) (10) the total budget for International consultant is 61,000 US\$ for a total of 122 days at a rate of 500 US\$ per day, 20 consultant/week. It includes Training, Development of innovative tools, design of Monitoring and Evaluation costs
- 6 consultant/week for Mid Term (15 days) and Final Evaluation (15 days)
  - 12 consultant/week for the development of innovative tools (32 days), training of government staff (40 days)
  - 3 consultant/week for the design and finalization of the Mid-Term investment plan (16 days)
- (5) Costs related to transportation equipment (fuel, maintenance etc...) in the field for the sensitization and training activities
- (6) Travel costs for workshops and meetings related to the Mainstreaming and harmonizing of SLM into national strategies, programs and policies and for networking.
- (8) Travel costs related to activities in the elaboration and implementation of the Medium Term Investment Plan being
- (11) Cost of Project staff (117 staff/week) – 50% of the cost of the Administrative and Financial Assistant (78 staff/week) and 25% of the cost of the Project Coordinator (39 staff/week)

## SECTION III: ADDITIONAL INFORMATION

### PART I: GEF OPERATIONAL FOCAL POINT ENDORSEMENT LETTERS

République du Burundi

Bujumbura, le 24/04/2007



Ministère de l'Aménagement du Territoire,  
du Tourisme et de l'Environnement

Point Focal Opérationnel FEM

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E-mail : [nasalvator@yahoo.fr](mailto:nasalvator@yahoo.fr)

A Monsieur le Représentant Résident du  
PNUD  
à  
Bujumbura

**Objet :** Endossement du projet de taille moyenne  
en matière de renforcement des capacités  
pour la gestion durable des terres au Burundi.

Monsieur le Représentant Résident,

La proposition de projet de taille moyenne a été examinée par le point focal opérationnel de la CCD ainsi que par le Comité national de lutte contre la désertification et a reçu leur autorisation technique. Le gouvernement du Burundi juge que le projet respecte ses priorités relatives au développement des capacités quant à la mise en oeuvre de la UNCCD et à la gestion durable des sols, et autorise de ce fait la proposition qui sera présentée par le PNUD au FEM aux fins d'approbation accélérée.

Veillez agréer, Monsieur le Représentant Résident, l'assurance de ma considération très distinguée.

Salvator NDABIRORE

Point Focal Opérationnel du FEM

COPIE POUR INFORMATION A :

Madame la Ministre de l'Aménagement du Territoire,  
du Tourisme et de l'Environnement  
à  
Gitega



**Republic of Burundi**

Bujumbura, 24 April 2007

**Ministry of Land Management, Tourism  
and Environment**

**GEF Operational Focal Point  
B.P. 1696 Bujumbura  
Tel.: + 257 22 22 49 79  
Cell: + 257 79 954 960  
Fax: +257 22 22 89 02  
Email: [nasalvator@yahoo.fr](mailto:nasalvator@yahoo.fr)**

Mister Resident Representative of  
UNDP  
in Bujumbura

Subject: Endorsement of the Medium-Sized  
Project for Capacity Building for Sustainable  
Land Management in Burundi.

Mr. Resident Representative,

The proposal for the Medium-Sized Project has been examined by the Operational Focal Point for the CCD as well as the National Committee to Combat Desertification and has received their technical authorization. The Government of Burundi deems that the project is aligned with its long term goals in developing capacities regarding UNCCD implementation and sustainable soil management, and thus authorizes prompt approval of the GEF-UNDP proposal.

Sincerely yours,

Salvator NDABIRORERE

GEF Operational Focal Point

CC:

Madame, the Minister of Land Management,  
Tourism and the Environment  
in Gitega





Ministère de l'Aménagement du Territoire,  
du Tourisme et de l'Environnement

**DIRECTION GENERALE DES FORETS,  
DU TOURISME ET DE L'ENVIRONNEMENT**

**POINT FOCAL OPERATIONNEL UNCCD**

B.P. 631 Bujumbura - Burundi

Tél : + 257 79 938502

E-mail : kaburamr @ yahoo.fr

Réf. N° : DGFTE/102/2007

A Monsieur le Représentant du PNUD  
au BURUNDI  
à  
BUJUMBURA.-

Objet : Endossement de projet de taille  
moyenne en renforcement des  
capacités pour la gestion durable  
des terres au BURUNDI.

Monsieur le Représentant,

En ma qualité de Point Focal Opérationnel de la Convention des nations Unies sur la lutte contre la désertification pour le Burundi, j'ai l'honneur de vous mettre au courant par la présente que j'endosse le projet de taille moyenne de renforcement des capacités pour la gestion durable des terres au Burundi.

En effet, Monsieur le Représentant, la proposition de ce projet répond aux priorités du pays du fait qu'elle respecte les obligations et les responsabilités du Burundi en ce qui a trait à la mise en œuvre de la Convention des nations Unies sur la lutte contre la désertification (UNCCD) ainsi qu'à d'autres cadres tels que ceux associés au Forum des Nations Unies sur les Forêts (FNUF).

Par conséquent, la proposition a été examinée par le comité national de lutte contre la désertification et a fait l'objet d'une recommandation d'endossement à mon intention.

Elle a également été soumise à l'équipe de travail du projet ANCR au Burundi qui l'a analysée et validée.

Veuillez agréer, Monsieur le Représentant, l'assurance de ma haute considération.

**LE POINT FOCAL OPERATIONNEL  
DE L'UNCCD AU BURUNDI,**

C.P.Là :

- Madame la Ministre de l'Aménagement  
du Territoire, du Tourisme et de l'Environnement  
à GITEGA.-
- Point focal Opérationnel – FEM pour le BURUNDI  
à BUJUMBURA.-



**REPUBLIC OF BURUNDI**

**Bujumbura, 23 April 2007**

**Ministry of Land Management, Tourism  
and the Environment**

**DIRECTORATE-GENERAL OF FORESTS,  
TOURISM AND ENVIRONMENT**

**UNCCD OPERATIONAL FOCAL POINT**

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Ref. N°: DGFTE/ 102 / 2007

Mister Representative of UNDP  
in Burundi  
in Bujumbura

Subject: Endorsement of the Medium-Sized  
Project for Capacity Building for Sustainable  
Land Management in Burundi.

Mister Representative,

As Operational Focal Point of the United Nations Convention to Combat Desertification for Burundi, I have the honor of informing you through this letter that I endorse the Medium-Sized Project for Capacity Building for Sustainable Land Management in Burundi.

In effect, Mister Representative, the proposal for this project aligns with the country's goals because it respects Burundi's obligations and responsibilities relative to the implementation of the United Nations Convention to Combat Desertification (UNCCD) as well as other frameworks such as those related to United Nations Forum on Forests (UNFF). Consequently, the proposal has been examined by the National Committee to Combat Desertification and has been recommended for endorsement with my approval.

It has also been submitted to the work team of the ANCR project in Burundi who has analyzed and validated it.

Sincerely yours,

OPERATIONAL FOCAL POINT  
OF UNCCD IN BURUNDI

KABURA Marie Rose

Cc:

- Madame, the Minister of Land  
Management, Tourism and Environment  
in GITEGA
- GEF - Operational Focal Point for BURUNDI  
in BUJUMBURA

## PART II: CO-FINANCING LETTERS

République du Burundi

Gitega, le 20/04/2007



Ministère de l'Aménagement du Territoire,  
du Tourisme et de l'Environnement

CABINET DU MINISTRE

N/Réf. 770/.../CAB/2007

**CONFIRMATION DE LA CONTRIBUTION DU GOUVERNEMENT DU  
BURUNDI DANS LA MISE EN ŒUVRE DU PROJET RENFORCEMENT DES  
CAPACITES POUR LA GESTION DURABLE DES TERRES AU BURUNDI**

Le Gouvernement du Burundi soutient l'élaboration et la mise en œuvre du Projet : **Renforcement des Capacités pour la Gestion durable des terres au Burundi**. Cette activité donnera à notre pays une impulsion significative dans la mise en œuvre de la Convention des Nations Unies sur la lutte contre la désertification et la lutte contre la pauvreté de nos populations.

A cet effet, le Gouvernement s'engage à contribuer pour la mise en œuvre du projet ci-haut cité pour une enveloppe de Cent mille dollars américains (100 000 \$ US) en nature. Sur ce, le Gouvernement mettra à la disposition de l'équipe chargée de la mise en œuvre du projet du Véhicule, des Bureaux, l'Eau et l'Electricité.

LA MINISTRE DE L'AMENAGEMENT  
DU TERRITOIRE, DU TOURISME ET  
DE L'ENVIRONNEMENT



Republic of Burundi

Gitega, 20 April 2007

Ministry of Land Management, Tourism  
and Environment

OFFICE OF THE MINISTER  
N/Ref. 770/ 517 /CAB/2007

**CONFIRMATION OF THE CONTRIBUTION FROM THE GOVERNMENT OF  
BURUNDI FOR THE IMPLEMENTATION OF THE PROJECT FOR CAPACITY  
BUILDING FOR SUSTAINABLE LAND MANAGEMENT IN BURUNDI**

The Government of Burundi supports the development and implementation of the Project: **Capacity Building for Sustainable Land Management in Burundi**. This activity will give our country considerable momentum in the implementation of the United Nations Convention to Combat Desertification and in poverty reduction for our communities.

To this end, our Government commits to contributing support to implementation of the aforementioned project for a total amount of one hundred thousand US dollars (US\$100,000) in-kind. Additionally, the Government will provide the project implementation team with a vehicle, offices, water, and electricity.

THE MINISTRY OF LAND MANAGEMENT, TOURISM  
AND ENVIRONMENT

Odette KAYITESI



inades-formation  
burundi

Institut Africain pour le Développement Economique et Social – Centre Africain de Formation  
African Institute for Economic and Social Development – African Training Center

Adresse postale : B.P. 2520 Bujumbura, Burundi

Téléphones 220582-222592-226549 Fax (257) 226586 Emplacement : 9, Boulevard de l'Uprona, Bujumbura.  
E-Mail <inades@cbinf.com>

Bujumbura, le .../4/2007

N /Réf. : 88/MINI/2007

A Madame le Directeur Général des Forêts, du Tourisme  
et de l'Environnement

Objet : Cofinancement du Projet de Renforcement  
des Capacités pour la Gestion durable des  
terres au Burundi.

Madame le Directeur Général,

Conscient de l'importance de la gestion durable des terres au Burundi, INADES-Formation Burundi a été activement participé dans le processus d'élaboration du Plan d'Action National en matière de lutte contre la dégradation des terres au Burundi (PAN). Un document qui a été adopté au niveau national et présenté au Secrétariat de la Convention des Nations Unies sur la lutte contre la Désertification en septembre 2005.

INADES-Formation Burundi se réjouit du processus en cours d'élaboration du Projet de Renforcement des Capacités en matière de gestion durables des terres dont les principaux axes d'intervention cadrent avec nos activités sur terrain notamment en ce qui concerne le renforcement des capacités des communautés locales, la bonne gouvernance en matière de gestion des terres, la mise en place d'un plan d'investissement et de mobilisation des ressources pour la gestion durable des terres.

Considérant son programme en cours, l'objet de la présente est de confirmer qu'INADES-Formation Burundi s'engage à collaborer avec le présent projet et de lui accorder un cofinancement en nature de 180 000 \$ US répartie comme suit :

- Renforcement des capacités en matière de gestion durable des terres : 100 000 \$US
- Intégration des questions de gestion durable des terres dans les politiques du Gouvernement : 50 000 \$ US
- Etablissement d'un plan d'investissement et de mobilisation des ressources financières : 30 000 \$US

Tout en souhaitant plein succès au projet de renforcement des capacités en matière de gestion durables des terres au Burundi, veuillez agréer, Madame le Directeur Général, l'assurance de notre franche collaboration.

Le Directeur de l'INADES  
BARIDOMO Pascal



Banque de Crédit de Bujumbura (B.C.B.) B.P. 300 Bujumbura, Compte n° 201-0058373-207/BIF

African Institute for Economic and Social Development – African Training Center

Postal Address: B.P. 2520 Bujumura, Burundi  
Telephone: 220582-222592-226549 Fax (257) 226586 Location: 9, Boulevard de l'Uprona, Bujumbura  
E-Mail [inades@cbinf.com](mailto:inades@cbinf.com)

Bujumbura, .... April 2007

N/Ref.: 88/MINI/2007

To Madame General Director of Forests, Tourism and Environment

Subject: Co-financing for the Capacity Building  
for Sustainable Land Management  
Project in Burundi

Madame General Director,

Conscious of the importance of sustainable land management in Burundi, INADES-Formation Burundi has been an active participant in the development process for the National Action Plan in Combating Land Degradation in Burundi (NAP). A document that was adopted at the national level and presented to the Secretariat of the United Nations Convention to Combat Desertification in September 2005.

INADES-Formation Burundi is very pleased with the ongoing development for the Project for Capacity Building for Sustainable Land Management whose main interventions align with our activities in the field, notably in terms of capacity building in local communities, good governance in land management, and the establishment of an Investment Plan and its Resource Mobilization for sustainable land management.

In consideration of its ongoing program, the subject of this letter is to confirm that INADES-Formation Burundi is committed to collaborating with this project and will provide co-financing in-kind in the amount of US\$180,000, divided as follows:

- |   |             |
|---|-------------|
| ▪ Capacity building for sustainable land management:                      | US\$100,000 |
| ▪ Mainstreaming sustainable land management issues into Government policy | US\$50,000  |
| ▪ Establishment of an Investment Plan and its Resource Mobilization       | US\$30,000  |

In hopes of the complete success of the Project for Capacity Building for Sustainable Land Management in Burundi, please accept, Madame General Director, the assurance of my sincere cooperation.

The Director of INADES  
BARIDOMO Pascal

Banque de Credit in Bujumbura (B.C.B.) B.P. 300 Bujumbura, Account no. 201-0058373 26/BIF





## Réseau Afrique 2000 Plus/Burundi

**Partenaire  
des Communautés de Base**

Bujumbura, le 11 avril 2007

N/Réf/RAF/.../2007

A Madame le Directeur Général des Forêts,  
du Tourisme et de l'Environnement  
à  
**BUJUMBURA**

**Objet : Cofinancement du Projet de Renforcement  
des Capacités pour la Gestion durable des  
terres au Burundi**

Madame le Directeur Général,

Le Réseau Afrique 2000 Plus est une Organisation Nationale Non Gouvernementale de droit burundais qui a pour objet d'assurer la participation effective des communautés dans la prise des décisions autour des politiques et des décisions socio-économiques les concernant, assurer la participation effective des communautés dans la gestion participative des programmes de développement de leurs terroirs, renforcer les capacités des communautés pour qu'elles puissent maîtriser la valorisation de leurs potentialités, développer des relations de partenariat en tant qu'acteurs viables du développement, prendre en compte des questions transversales telles le VIH/SIDA et d'autres maladies graves telles le paludisme, la question du genre, d'éducation à la paix et de bonne gouvernance locale

A cet effet, le Réseau Afrique 2000 Plus soutient l'initiative du Gouvernement du Burundi et du Fonds pour l'Environnement mondial (FEM) relative à l'élaboration du Projet de Renforcement des Capacités en matière de gestion durables des terres dont les principaux axes d'intervention cadres avec nos activités sur terrain.

L'objet de la présente est de confirmer que le Réseau Afrique 2000 Plus s'engage assurer un cofinancement en nature de 75 000 \$ US au Projet de Renforcement des Capacités en matière de gestion durable des terres au Burundi. Ce montant est réparti comme suit :

- Renforcement des capacités en matière de gestion durable des terres : 50 000 \$US
- Intégration des questions de gestion durable des terres dans les politiques du Gouvernement : 25 000 \$ US

Tout en souhaitant plein succès au projet de renforcement des capacités en matière de gestion durables des terres au Burundi, veuillez agréer, Madame le Directeur Général, l'assurance de notre franche collaboration.

Le Coordonnateur National,

Charles BIGIRINDAVYI



# Réseau Afrique 2000 Plus/Burundi

Partner  
with local communities

Bujumbura, 11 April 2007

N/Ref/RAF/ 06 /2007

To Madame General Director of Forests, Tourism and  
Environment

in  
**BUJUMBURA**

Subject: Co-financing for the Capacity Building  
for Sustainable Land Management  
Project in Burundi

Madame General Director,

The Réseau Afrique 2000 Plus is a National Non-Governmental Organization based in Burundi that aims to: ensure effective community participation in decision-making for policies and socio-economic decisions affecting them; ensure effective community participation in development programs for their land; strengthen capacities in communities so they can control the development of their resources; develop partnerships as viable actors in development; consider crosscutting issues such as HIV/AIDS and other serious diseases such as malaria, and issues concerning gender, peace education, and good local governance.

To this end, the Réseau Afrique 2000 Plus supports the Government of Burundi's and the Global Environment Facility's (GEF) initiative to develop the Project for Capacity Building for Sustainable Land Management whose key intervention axes fit in with our activities in the field.

The purpose of this letter is to confirm that Réseau Afrique 2000 Plus commits to ensure co-financing in-kind in the amount of US\$75,000 to the Project for Capacity Building for Sustainable Land Management in Burundi. This amount is divided as follows:

- Capacity building for sustainable land management: US\$50,000
- Mainstreaming sustainable land management issues into Government policy US\$25,000

In hopes of the complete success of the Project for Capacity Building for Sustainable Land Management in Burundi, please be accept, Madame General Director, my sincere cooperation.

National Coordinator,

Charles BIGIRINDAVYI

B.P. 1490 Bujumbura Tel.: 22 21 98 13 Email: [raf2000bdi@yahoo.com](mailto:raf2000bdi@yahoo.com)

REPUBLIQUE DU BURUNDI  
MINISTERE DE L'AMENAGEMENT DU  
TERRITOIRE, DU TOURISME ET DE  
L'ENVIRONNEMENT  
PROJET AMENAGEMENT DES BASSINS  
VERSANTS DU BURUNDI  
P.A.B.V.  
B.P. 2648 BUJUMBURA  
Téléfax : 22 227824

Bujumbura, le 12/04/2007.

N° 30/PABV/2007.

A Madame le Directeur Général des Forêts,  
du Tourisme et de l'Environnement

Objet : Cofinancement du Projet de  
renforcement des Capacités  
pour la gestion durable des  
terres au Burundi.

à BUJUMBURA.

Madame le Directeur Général,

Le Projet Aménagement des Bassins Versants du Burundi (PABV) est un projet financé par la Banque Africaine de Développement (BAD) et a connu entre autres missions la gestion durable des terres en ce qui concerne : le reboisement, la promotion de l'agroforesterie, le renforcement des capacités des communautés à travers la formation, la sensibilisation et l'éducation environnementale.

A cet effet, le projet de renforcement des capacités pour la gestion durable des terres cadre bien avec les missions du PABV. C'est dans cette optique que le Projet Aménagement des Bassins Versants du Burundi s'engage à soutenir ledit projet par un cofinancement en nature estimé à 300 000 \$US répartis comme suit :

- Renforcement des capacités des communautés locales : 200 000 \$US
- Renforcement des capacités institutionnelles en matière de gestion durables des terres : 100 000 \$US

Veuillez agréer, Madame le Directeur Général, l'assurance de ma considération distinguée.

LE COORDONNATEUR NATIONAL



REPUBLIC OF BURUNDI  
MINISTRY OF LAND  
MANAGEMENT, TOURISM AND  
ENVIRONMENT  
WATERSHED MANAGEMENT PROJECT  
OF BURUNDI  
P.A.B.V.  
B.P. 2648 BUJUMBURA  
Fax: 22 227824

Bujumbura, 12 April 2007

N°30/PAVB/2007

To Madame General Director of Forests, Tourism and  
Environment

in BUJUMBURA

Subject: Co-financing for the Capacity Building  
for Sustainable Land Management  
Project in Burundi

Madame General Director,

The Watershed Management Project (Aménagement des Bassins Versants; PAVB) in Burundi is a project funded by the African Development Bank (ADB) and includes sustainable land management among its many missions, specifically in the areas of: reforestation, agro-forestry promotion, community capacity building through training, and awareness-raising and education about environmental issues.

Given this, the Project for Capacity Building for Sustainable Land Management is in line with PAVB missions. From this perspective, the Project for Watershed Management in Burundi commits its support to the aforementioned project through co-financing in-kind estimated at US\$300,000, divided as follows:

- Capacity building for local communities: US\$200,000
- Institutional capacity building for sustainable land management US\$100,000

Sincerely yours,

NATIONAL COORDINATOR  
OF P.A.V.B.

Albert NDAVISHIMIYE

## SIGNATURE PAGE

Country: **Burundi**

UNDAF Outcome(s): UNDAF Outcome by the end of the program cycle: Contribute to the improvement of sustainable food security in the context of sustainable and optimal use of natural resources and the environment. (MDG 1)

Expected Outcome(s):

1. Capacity in sustainable land management reinforced.
2. Sustainable land management mainstreamed into development policies.
3. Medium-Term Investment Plan for Sustainable Land Management implemented.

Expected Output(s):

1. A Sustainable Land Management Unit within the National Coordination Body for the Convention to Combat Desertification (ONC) established.
2. Capacity of local communities in land resource use and management reinforced.
3. Strengthened SLM through improvements in institutional capacity, for the administration and management of land resources
4. Partnerships built to ensure SLM integration in all sectors are established and operational.
5. SLM is mainstreamed into the legal framework by developing applicable texts for the various sectors (e.g. agriculture, land tenure).
6. An Investment Plan and Resources are mobilized for NAP implementation.
7. System to monitor and evaluate NAP implementation and Investment Plan is developed and implemented.

Implementing partner: The Directorate-General of Forests, Tourism and Environment of the Ministry of Land Management, Tourism and Environment

Programme Period: 2007-2010  
 Programme Component: Environment and poverty reduction  
 Project Title: Capacity Building for Sustainable Land Management in Burundi  
 Award Title: PIMS 3380- LD - LDC-SIDS - MSP - Burundi SLM  
 Award id: 00041608 / Project id: 00047515  
 Project Duration: 36 months  
 Management Arrangement: National Execution (NEX)

Total Budget	1,130,000 US\$
Allocated resources:	1,130,000 US\$
• GEF	475,000 US\$
• Government	
• Other:	
○ PABV-BAD	300,000 US\$
○ INADES	180,000 US\$
○ Africa 2000	75,000 US\$
• In kind contributions	
○ Government	100,000 US\$



Agreed by (Government): *[Signature]* *[Handwritten: M. Jean-Baptiste Batumubera, Ministre des Relations Extérieures]*

Agreed by (Implementing partner/Executing agency): \_\_\_\_\_

Agreed by (UNDP): *[Signature]* *[Handwritten: Assata DE Directeur-Pays a.i. 3/01/08]*



## **LIST OF REFERENCES**

Koyo, John Prosper (2004) – Watershed Management Case Study: Burundi, Rome: FAO

MINATTE, (2000) - National Strategy and Action Plan for Biological Diversity. INECN/UNDP-GEF, Burundi

MINATTE (2005) - National Strategy for the Environment of Burundi, Burundi

SP/REFES, (2006) – Strategic Framework for Economic Growth and the Fight Against Poverty in Burundi  
MINATTE (2005) - National Strategy for the Environment of Burundi, Burundi

## **ANNEX 1: TERMS OF REFERENCE FOR THE NATIONAL PROJECT COORDINATOR**

### **Terms of reference for the National Project Coordinator**

Within the project framework for the Capacity Building for Sustainable Land Management Project, a National Coordinator will be recruited in accordance with UNDP guidelines through a competitive process. He or she will be supported by the recruited Administrative and Financial Secretary. The National Project Coordinator, who will oversee the project's day-to-day management, will be authorized to:

- Ensure overall management of the project;
- Supervise and coordinate all production of project outputs as per the project document;
- Ensure technical coordination of the project;
- Supervise the work of all project staff in the Coordination Unit including consultants;
- Prepare detailed annual workplans for project activities and implement them following Steering Committee authorization;
- Prepare meetings for the Executive Committee and the Steering Committee and take meeting minutes;
- Work with all project partners to coordinate all the actors involved with achieving Project Outcomes, Outputs, and Activities;
- Prepare all project technical and financial reports in accordance with UNDP guidelines;
- Manage procurement of all goods and services in accordance with UNDP guidelines;
- Organize all monitoring and evaluation activities in collaboration with the National Director and UNDP;
- Arrange for audit of all project accounts for each fiscal year;
- Hire national and international consultants as needed;
- Disseminate project reports to stakeholders and respond to their queries;
- Establish an appropriate framework for work and collaboration between the Ministry of Land Management, Tourism and Environment, the Ministry of Agriculture and Livestock, and the Ministry of Finance to ensure proper execution of the specific activities entrusted to these ministries; and
- Develop exchange and sharing of experiences and lessons learned with other relevant natural resources management projects.

### **Qualifications**

The National Coordinator for the project must have the following qualifications:

- Postgraduate degree in natural resources management, agronomy, biology, geology, geography, or other similar sciences with at least 10 years' professional experience;
- In-depth knowledge of environmental issues;
- Proven extensive experience in natural resource management, particularly in land resource management.
- Experience coordinating a complex, multi-stakeholder project;
- Ability to supervise and motivate a team of international and local consultants to achieve results;
- Proven ability in report-writing;

- Extensive experience in managing similar large projects;
- Ability to think and plan strategically;
- Sufficient knowledge in information technology;
- Excellent ability to communicate with all actors, including project stakeholders, government officials, members of civil society, and entrepreneurs;
- Knowledge of UNDP project implementation procedures—including procurement, disbursement, and reporting and monitoring—highly preferable.

### **Length of mission**

Project implementation is for a period of three years. The Project Coordinator will be hired for the project's entire duration to ensure continuity of activities.



## **ANNEX 2: TERMS OF REFERENCE FOR THE STEERING COMMITTEE (SC)**

**Mission:** The Steering Committee, which has decision-making powers, will supervise substantive administrative and financial issues, but will also define the project's overall and strategic direction, notably identification of opportunities to create links between project activities/country.

### **Responsibilities**

- Meet four times per year with members, who will maintain contact with one another all year by email or telephone, but also with the project coordinators, concerning fundamental issues;
- Conduct field visits in specified project sites (particularly *before or immediately after the meetings*).

### **Main functions**

- Overall project policy and decision-making, including responsibility for operational and monitoring issues;
- Annual review of budgets and work programs, consolidated under the project, to verify coherence;
- Approval of annual work plans and budgets;
- Promotion of synergies between activities at the site level and effective mobilization and involvement of all actors at the national level (institutions and agencies, programs and projects that are in progress or planned) as partners in project management.
- Promotion of dialogue and information exchange at the national level, definition of implementation modalities and coordination mechanisms at the national level, taking of corrective measures, if necessary, and ensuring participatory supervision of project monitoring and evaluation;
- Review of progress in achieving project objectives (including review of process and monitoring-evaluation reports), evaluation of project's impact in terms of objectives, strategic direction, and recommendations for readjusting direction, if necessary;
- Provision of strategic coordination with other development projects and programs in the four countries, guaranteeing exchange with and/or added value brought to other national initiatives;
- Support project coordination in order to advocate it to donors.

### **Composition:**

The President will be appointed by Steering Committee members for an assignment extending over one year. Project Coordination, conducted by the national project coordinator, will provide the SC secretariat.

The SC will include:

- Managing agency for GEF funds: the UNDP-GEF Regional Coordination Unit, UNDP CO
- National Project Director (UNCCD Focal Point)
- Ministry of Agriculture and Livestock
- Ministry of Finance
- Ministry of Energy and Mines
- Ministry of Interior and Public Security
- Ministry of Planning
- Directorate-General of Land Management, Agricultural Engineering and National Land Protection (DGTGPF)
- Directorate-General of Forests, Tourism and Environment (DGFTE)
- Geographic Institute of Burundi (IGEBU)
- National Institute for the Environment and Nature Conservation (INECN)
- Directorate-General of Mobilization for Agricultural Self-Development and Popularization (DGMAVA)
- Burundi Agronomy Sciences Institute (ISABU)
- University of Burundi
- Two representatives from Non-Governmental Organizations (NGOs)

## **ANNEX 3: TERMS OF REFERENCE FOR THE TECHNICAL COMMITTEE**

With the goal of strengthening management in the Capacity Building for Sustainable Land Management Project, a Technical Committee will be established under the direction of the Ministry of Land Management, Tourism, and Environment and should include representatives from the following institutions:

- Directorate-General of Land Management, Agricultural Engineering and National Land Protection (DGTGPF)
- Directorate-General of Forests, Tourism and Environment (DGFTE)
- Geographic Institute of Burundi (IGEBU)
- National Institute for the Environment and Nature Conservation (INECN)
- Directorate-General of Mobilization for Agricultural Self-Development and Popularization (DGMAVA)
- Burundi Agronomy Sciences Institute (ISABU)
- University of Burundi
- National Project Coordinator
- UNDP

### ***Responsibilities and Procedures***

In general, the technical committee will give a technical support to the project team for activities related to studies, research.

Members of the Technical Committee should be technically competent and qualified persons in sustainable Land management issues.

### ***Specific Tasks***

The Technical Committee will have the following specific tasks:

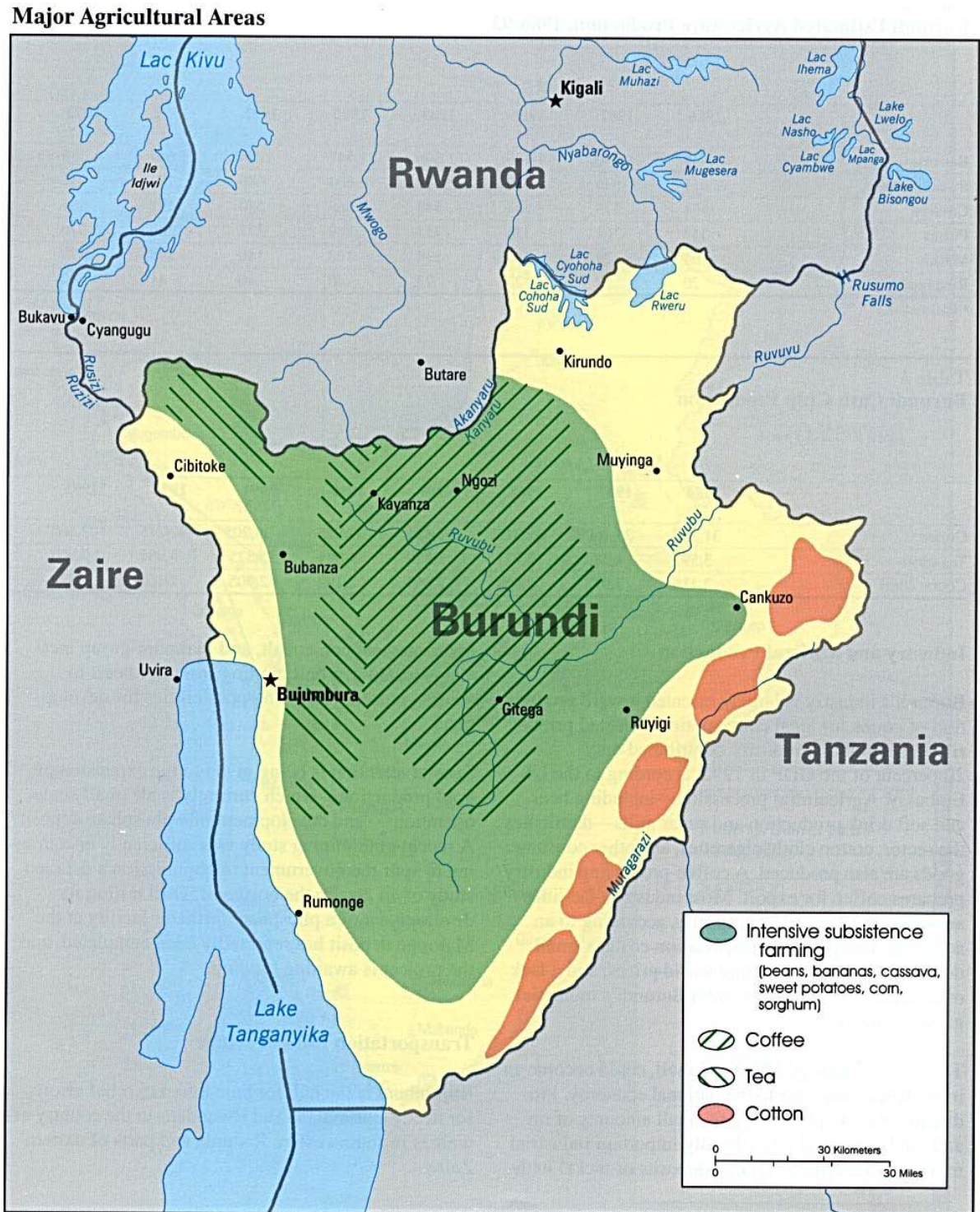
- Advise the project team during the planning process for project technical activities (training, studies, surveys)
- Comment and contribute to the formulation of the Terms of Reference for studies/surveys
- Participate in the selection process for consultancy candidates
- Comment on and contribute to technical report preparation
- Validate the Terms of Reference for consultants who will be recruited within the project framework
- Validate technical reports, studies.

### ***Meeting Frequency***

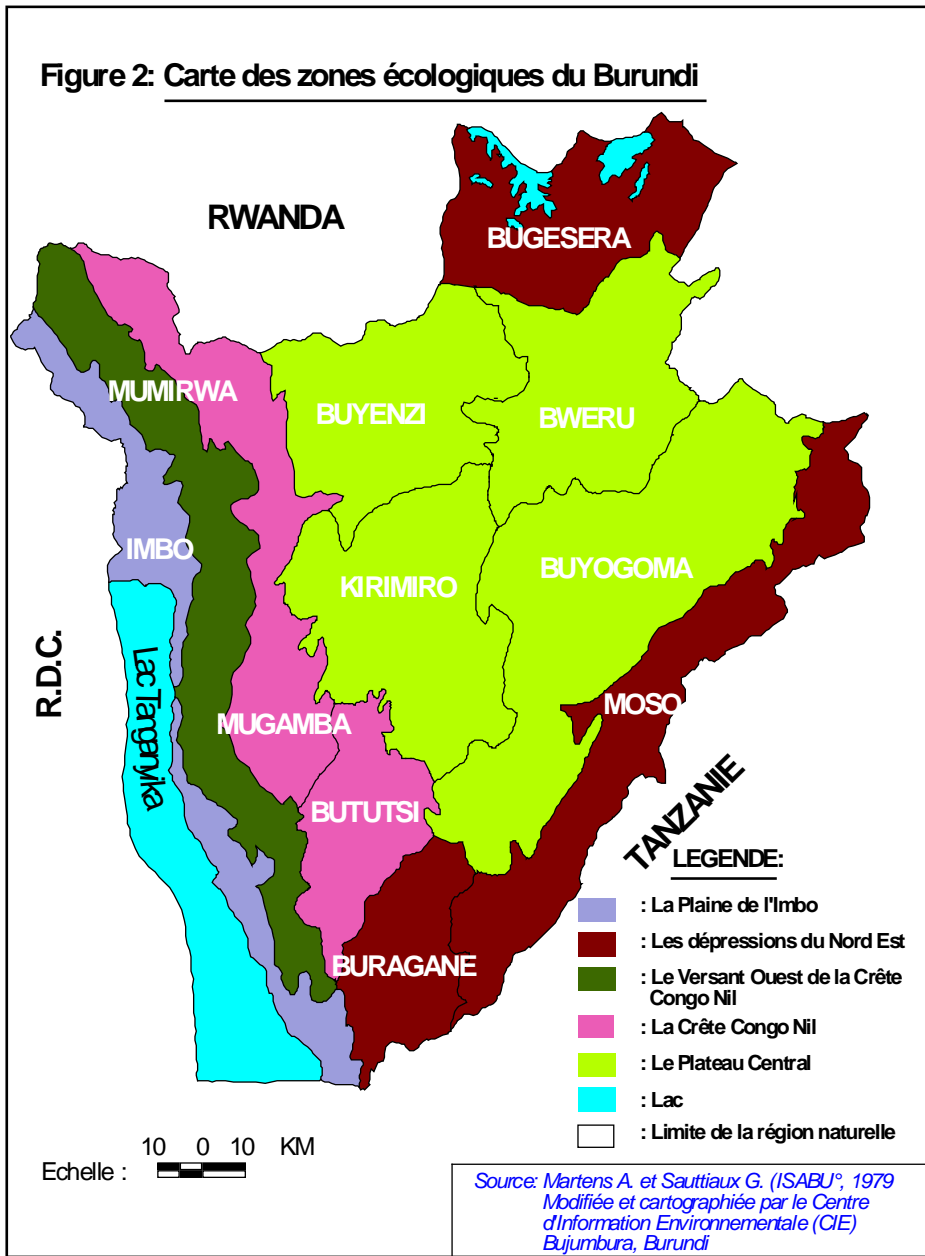
During the project's planning phase, the Technical Committee will meet quarterly and thereafter as needed.

# ANNEX 4: MAPS OF BURUNDI

Figure 1. Major Agricultural Areas of Burundi

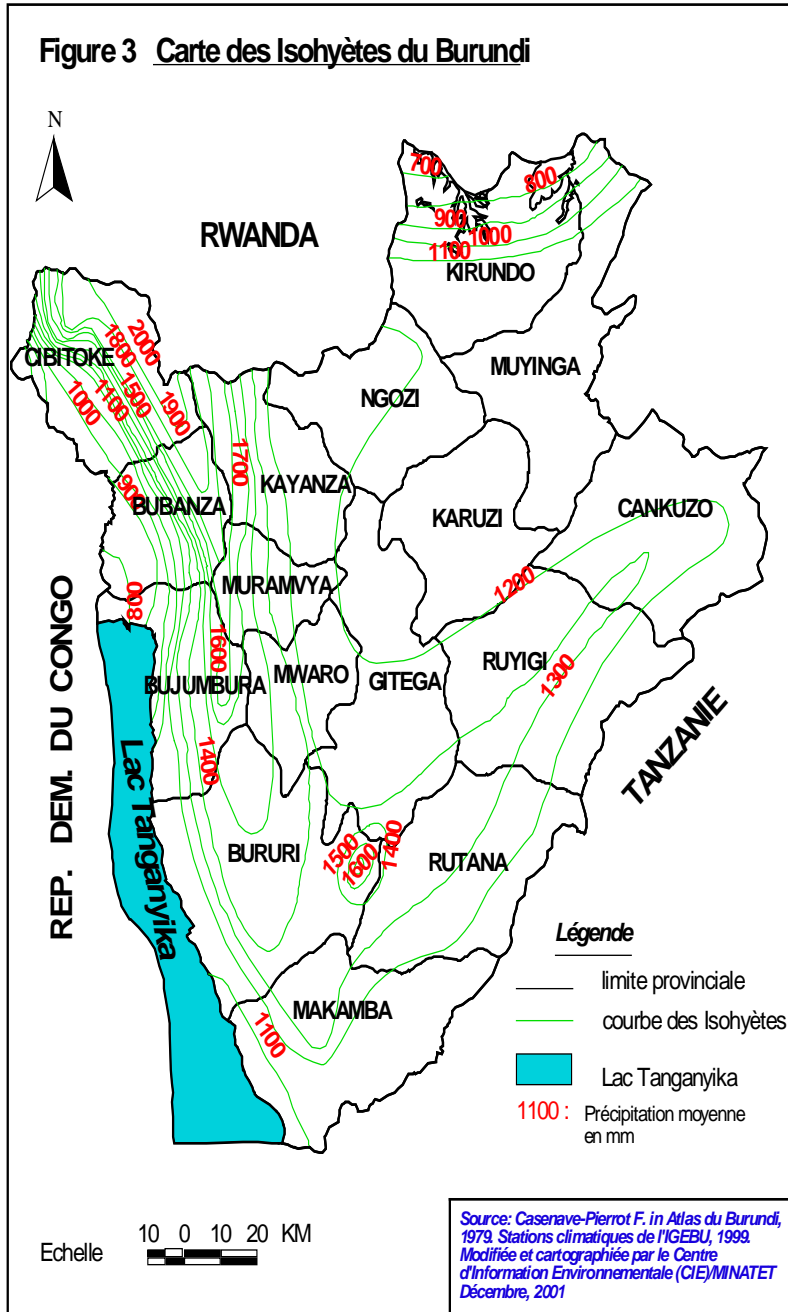


**Figure 2: Map of the Ecological Zones of Burundi**



D.R.C. RAWANDA  
TANZANIA  
\*\*\*\*\*  
LEGEND:  
Imbo Plain  
North-Eastern Depressions  
Western watershed of the Congo-Nile Ridge  
Congo-Nile Ridge  
Central Plateau  
Lake  
Natural Regional Border  
\*\*\*\*\*  
Scale:  
*Source: Martens A. and Sauttiaux G. (ISABU), 1979. Modified and mapped by the Centre d'Information Environnementale (CIE; Environmental Information Center), Bujumbura, Burundi*

**Figure 3: Map of Isohyets in Burundi**



DEM. REP. of CONGO  
RWANDA  
TANZANIA

Legend:  
Provincial border  
Isohyet contour lines  
Lake Tanganyika  
Mean precipitation in mm

Scale:

*Source: Casenave-Pierrot F. in Atlas du Burundi (Atlas of Burundi), 1979. IGEBU Climate Stations, 1999. Modified and mapped by the Centre d'Information Environnementale (CIE; Environmental Information Center)/MINATET, December 2001*