Document of

The World Bank

Report No: ICR00003521

IMPLEMENTATION COMPLETION AND RESULTS REPORT

(TF-56982)

ON A GRANT

FROM THE

GLOBAL ENVIRONMENT FACILITY

IN THE AMOUNT OF US$ 7.0 MILLION

TO THE

REPUBLIC OF GUINEA

FOR A

COMMUNITY-BASED LAND MANAGEMENT PROJECT

June 28, 2015

Agriculture Global Practice
Country Department AFCF2
Africa Region

CURRENCY EQUIVALENTS

(Exchange Rate Effective as of June 2, 2015)
United States Dollars = Guinean Francs

US$ 1.00 = GNF 7,250
1.00 GNF = US$ 0.14

FISCAL YEAR

January 1 – December 31

ABBREVIATIONS AND ACRONYMS

AFD	Agence Française de Développement (French Development Agency)
ADL	Agent de Développement Local (Local Development Agent)
AIP	Annual Investment Program
APL	Adjustable Program Loan
CAS	Country Assistance Strategy
CCL	Code des Collectivités Locales (Local Government Code)
CDA	Community Development Agents
CDD	Community Driven Development
CNC	Cellule Nationale de la Coordination (National Coordination Unit)
COSAE	Comités de Suivi des Actions Environnementales (Environmental and Social Safeguard Committees)
CPS	Country Partnership Strategy
CR	Commune Rurale (Rural Municipality)
CRD	Commune Rurale de Développement (Rural Development Community)
CSBV	Comité de Sous Bassin Versant (Sub-watershed committee)
DND	Direction Nationale de la Décentralisation (National Decentralization Directorate)
ERA	Equipe Régionale d'Appui (Regional Support Team)
ESMF	Environnemental and Social Management Framework
FM	Financial Management
GA	Grant Agreement
GDP	Gross domestic product
GEF	Global Environment Facility
GIS	Geographic information system
GoG	Government of Guinea
HIPIC	Heavily Indebted Poor Countries
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IFR	Interim Financial Report
INS	Institut Nationale de Statistique (National Statistics Institute)
IRAG	Institute des Recherches Agronomiques de Guinée (Guinea Agricultural Research Institute)
ISR	Implementation Status and Results Report
LDF	Local Development Fund
LDP	Local Development Plan
LIF	Local Investment Fund
M&E	Monitoring and evaluation

MAE	Ministère de l'Agriculture et de l'Elevage (Ministry of Agriculture and Livestock)
MATD	Ministère de l'Administration Territoire et de la Décentralisation (Ministry of Territorial Administration and Decentralization)
MEEF	Ministère de l'Environnement, des Eaux et Forêts (Ministry of Environment, Water and Forests)
MP	Ministère du Plan (Ministry of Planning)
MTR	Midterm review
NGO	Nongovernmental organization
NRM	Natural Resource Management
PACV	Programme d'Appui aux Communautés Villageoises (Village Communities Support Program)
PAD	Project Appraisal Document
PDO	Project Development Objective
PFM	Public Financial Management
PGCT	Projet de Gestion Communautaire des Terres (Community Based Land Mangement Project)
PGCMB	Projet de Gestion Côtière et Maritime de la Biodiversité (Coastal Marine and Biodiversity Management Project)
PIM	Project Implementation Manual
PPF	Project Preparation Facility
PRSP	Poverty Reduction Strategy Paper
RPF	Resettlement Policy Framework
SPD	Service Préfectoral de Développement (Prefectural Development Service)
STD	Service Technique de Développement (Technical Development Service)
TTL	Task Team Leader
VCSP	Village Community Support Project

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Project Team Leader:	Amadou Alassane
ICR Team Leader:	Amadou Alassane

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A. Basic Information			
Country:	Guinea	Project Name:	Community-Based Land Management Project
Project ID:	P081297	L/C/TF Number(s):	TF-56982
ICR Date:	06/28/2015	ICR Type:	Core ICR
Lending Instrument:	SIL	Borrower:	REPUBLIC OF GUINEA
Original Total Commitment:	USD 7.00M	Disbursed Amount:	USD 7.00M
Revised Amount:	USD 7.00M		
Environmental Category: B		**Global Focal Area: B**	
Implementing Agencies:			
Cofinanciers and Other External Partners:			

B. Key Dates				
Process	**Date**	**Process**	**Original Date**	**Revised / Actual Date(s)**
Concept Review:	12/09/2004	Effectiveness:	06/21/2007	07/20/2007
Appraisal:	04/24/2006	Restructuring(s):		02/25/2008 06/29/2011 12/03/2013
Approval:	06/22/2006	Mid-term Review:	09/17/2012	10/26/2012
		Closing:	06/30/2011	12/31/2014

C. Ratings Summary	
C.1 Performance Rating by ICR	
Outcomes:	Moderately Satisfactory
Risk to Global Environment Outcome	Substantial
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

C.2 Detailed Ratings of Bank and Borrower Performance			
Bank	**Ratings**	**Borrower**	**Ratings**
Quality at Entry:	Moderately Satisfactory	Government:	Moderately Satisfactory
Quality of Supervision:	Moderately Satisfactory	Implementing Agency/Agencies:	Satisfactory
Overall Bank Performance:	Moderately Satisfactory	**Overall Borrower Performance:**	Moderately Satisfactory

C.3 Quality at Entry and Implementation Performance Indicators			
Implementation Performance	**Indicators**	**QAG Assessments (if any)**	**Rating**
Potential Problem Project at any time (Yes/No):	Yes	Quality at Entry (QEA):	None
Problem Project at any time (Yes/No):	Yes	Quality of Supervision (QSA):	None
GEO rating before Closing/Inactive status	Moderately Satisfactory		

D. Sector and Theme Codes		
	Original	**Actual**
Sector Code (as % of total Bank financing)		
Central government administration	6	6
General agriculture, fishing and forestry sector	49	49
General information and communications sector	9	9
Sub-national government administration	36	36
Theme Code (as % of total Bank financing)		
Biodiversity	20	20
Environmental policies and institutions	20	20
Land administration and management	40	40
Participation and civic engagement	20	20

E. Bank Staff		
Positions	**At ICR**	**At Approval**
Vice President:	Makhtar Diop	Gobind T. Nankani
Country Director:	Ousmane Diagana	Mats Karlsson
Practice Manager/Manager:	Simeon Kacou Ehui	Mary A. Barton-Dock
Project Team Leader:	Amadou Alassane	Dirk Nicolaas Prevoo
ICR Team Leader:	Amadou Alassane	
ICR Primary Author:	Kofi Amponsah	

F. Results Framework Analysis

Global Environment Objectives (GEO) and Key Indicators(as approved)

The development objective of the Project was to reduce land degradation through the integration of SLM practices into the overall development planning process of communities and local governments in selected pilot sub-watersheds.

Revised Global Environment Objectives (as approved by original approving authority) and Key Indicators and reasons/justifications

(a) GEO Indicator(s)

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1 :	Increase in hectares under sustainable land management			
Value (quantitative or Qualitative)	0	25,000	10,000	18,682
Date achieved	06/22/2006	06/30/2011	06/29/2011	12/31/2014
Comments (incl. % achievement)	The target was revised downward during the June 2011 restructuring (which occurred following the Bank's re-engagement in Guinea after OP7.30 was lifted). The revised target was 187% achieved.			
Indicator 2 :	Number of direct project beneficiaries			
Value (quantitative or Qualitative)	0		1,040	4,591
Date achieved	06/22/2006		06/29/2011	12/31/2014
Comments (incl. % achievement)	This core WB indicator was added during the June 2011 restructuring. The target was exceeded four fold.			
Indicator 3 :	Percentage of direct beneficiaries that are female			
Value (quantitative or Qualitative)	0%		25%	44%
Date achieved	06/22/2006		06/29/2011	12/31/2014
Comments (incl. % achievement)	This core WB indicator was added during the June 2011 restructuring. The target was 176% achieved.			
Indicator 4 :	Number of beneficiary CRs that have integrated sustainable land management issues into their local development plans using sub-watershed management approach.			
Value (quantitative or Qualitative)	0	17 (i.e. 60% of beneficiary CRs)	26 (i.e. 100% of beneficiary CRs	26
Date achieved	06/22/2006	06/30/2011	06/29/2011	12/31/2014

Comments (incl. % achievement)	This indicator was moved from IO-level to PDO level during the June 2011 restructuring and the target was revised. The target was 100% achieved.

(b) Intermediate Outcome Indicator(s)

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1 :	Number of micro-projects funded under the local investment fund that are correctly executed by beneficiary (OP, CRs).			
Value (quantitative or Qualitative)	0	101 (60% of total)		135
Date achieved	06/22/2006	06/30/2011		12/31/2014
Comments (incl. % achievement)	Of the 169 micro-projects funded, 154 had been completed at the time of the ICR, 135 (80%) of which were correctly executed (within technical and procedural norms). The original target was 60%. This target was 134% achieved.			
Indicator 2 :	Number of different SLM technologies and alternative practices adopted per watershed			
Value (quantitative or Qualitative)	0	15	10	6
Date achieved	06/22/2006	06/30/2011	06/15/2011	12/31/2014
Comments (incl. % achievement)	This indicator was revised during the June 2011 restructuring. The target was 60% achieved.			
Indicator 3 :	Number of identified stakeholders trained in SLM approaches per CRD.			
Value (quantitative or Qualitative)	0%	60%	300	381
Date achieved	06/22/2006	06/30/2011	06/29/2011	12/31/2014
Comments (incl. % achievement)	This indicator was revised during the June 2011 restructuring. It was changed from a targeted '60% of stakeholders trained' to '300 stakeholders trained'. The revised target was 127% achieved.			
Indicator 4 :	Number of beneficiary groups who have properly executed their NRM/SLM micro-projects			
Value (quantitative or Qualitative)	0		30	52
Date achieved	06/29/2011		06/29/2011	12/31/2014
Comments (incl. % achievement)	This indicator was added during the June 2011 restructuring. The target was 173% achieved.			
Indicator 5 :	Percent of beneficiary CRDs who have jointly (consensually) identified, integrated into the LDP and financed transversal sub-watershed management activities			
Value	0%		40%	35%

(quantitative or Qualitative)				
Date achieved	06/29/2011		06/29/2011	12/31/2014
Comments (incl. % achievement)	This indicator was added during the June 2011 restructuring. 9 of 26 beneficiary CRs (35%) had identified and jointly implemented cross-cutting SLM activities in their watersheds. The target was 88% achieved.			
Indicator 6 :	Number of watershed management committees in place and functional.			
Value (quantitative or Qualitative)	0		5	5
Date achieved	06/29/2011		06/29/2011	12/31/2014
Comments (incl. % achievement)	This indicator was added during the June 2011 restructuring. All 5 sub-watershed management committees were in place and functional by the end of the project. The target was 100% achieved.			
Indicator 7 :	Percent of project funds properly managed			
Value (quantitative or Qualitative)	100%	100%		100%
Date achieved	06/22/2007	06/30/2011		12/31/2014
Comments (incl. % achievement)	This target was 100% achieved			
Indicator 8 :	Work program and calendar adhered to			
Value (quantitative or Qualitative)	0	80%	70%	70%
Date achieved	06/22/2007	06/30/2011	06/29/2011	12/31/2014
Comments (incl. % achievement)	The target for this indicator was revised downward during the June 2011 to a more realistic figure given the difficult circumstances. The original target was 88% achieved and the revised target 100% achieved			
Indicator 9 :	Percentage of funds made available to communities when scheduled.			
Value (quantitative or Qualitative)	0	75%	60%	55%
Date achieved	06/22/2007	06/30/2011	06/29/2011	12/31/2014
Comments (incl. % achievement)	The target for this indicator was revised downward during the June 2011 restructuring to a more realistic figure given the difficult circumstances. The original target was 73% achieved and the revised target was 92% achieved.			
Indicator 10 :	M&E has provided reliable information, effective in guiding project management			
Value (quantitative or Qualitative)	No	Yes		Yes
Date achieved	06/22/2007	06/29/2011		12/31/2014
Comments (incl. % achievement)	This target was 100% achieved			

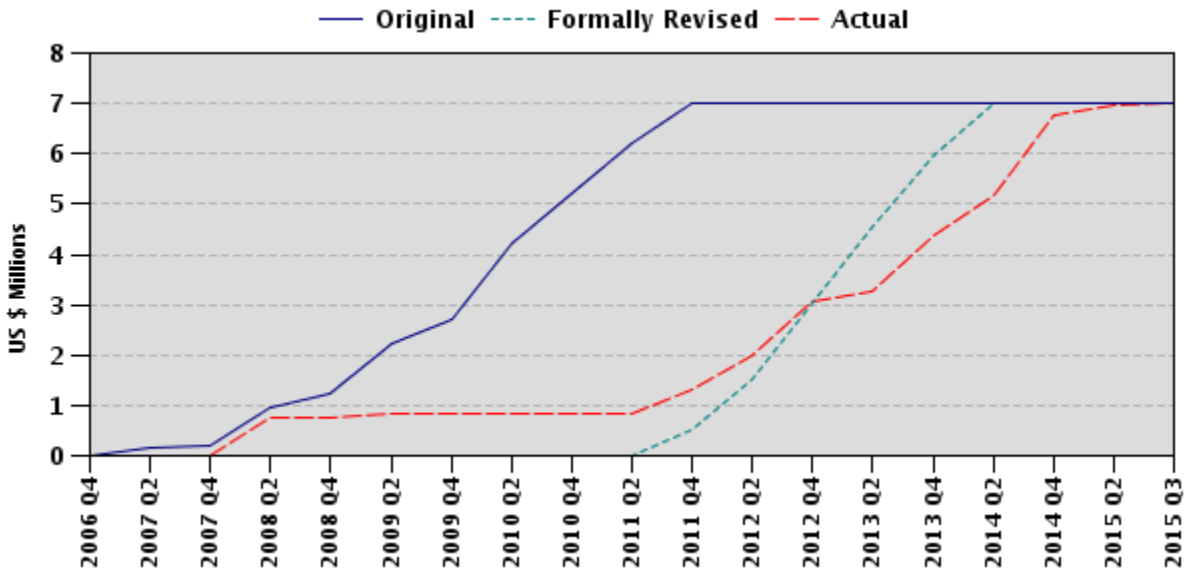
G. Ratings of Project Performance in ISRs

No.	Date ISR Archived	GEO	IP	Actual Disbursements (USD millions)
1	08/26/2006	Satisfactory	Satisfactory	0.00
2	03/28/2007	Satisfactory	Satisfactory	0.00
3	07/18/2007	Satisfactory	Unsatisfactory	0.00
4	03/06/2008	Moderately Satisfactory	Moderately Satisfactory	0.75
5	11/30/2008	Unsatisfactory	Unsatisfactory	0.82
6	06/03/2009	Moderately Unsatisfactory	Moderately Unsatisfactory	0.82
7	12/06/2009	Moderately Satisfactory	Moderately Unsatisfactory	0.82
8	06/03/2010	Moderately Satisfactory	Moderately Unsatisfactory	0.82
9	07/06/2011	Moderately Satisfactory	Moderately Satisfactory	1.32
10	03/19/2012	Moderately Satisfactory	Moderately Satisfactory	2.66
11	02/13/2013	Moderately Satisfactory	Moderately Satisfactory	3.63
12	10/07/2013	Unsatisfactory	Moderately Unsatisfactory	4.92
13	03/25/2014	Satisfactory	Moderately Satisfactory	5.85
14	12/01/2014	Moderately Satisfactory	Satisfactory	6.95

H. Restructuring (if any)

Restructuring Date(s)	Board Approved GEO Change	ISR Ratings at Restructuring		Amount Disbursed at Restructuring in USD millions	Reason for Restructuring & Key Changes Made
		GEO	IP		
02/25/2008		S	U	0.75	Change in financing percentages
06/29/2011	N	MS	MU	1.32	Extension of closing date and update of results framework
12/03/2013	N	U	MU	5.17	Extension of closing date and reallocation of proceeds

I. Disbursement Profile



1. Project Context, Global Environment Objectives, and Design

1.1 Context at Appraisal

1. At appraisal, Guinea's economy relied as much on its rich natural resources as it does today. Mining and agriculture—the most important economic activities—employed about 80 percent of the population. The main livelihood for the rural poor was agriculture, which employed 65 percent of the population; 30 percent of the rural population raised livestock. Although economic growth was driven by agriculture, increases in agricultural production were not the result of higher productivity but of efforts to expand cultivated area and limit fallow periods. The pressure on land was also heightened by population growth, especially along the main transport corridors to Senegal, Mali, and Côte d'Ivoire.

2. In addition to its immediate impact on livelihoods, the low and declining productivity of land had even more far-reaching impacts on the environment, because Guinea is a key watershed for major West African rivers, including the Niger, Senegal, and Gambia. The majority of Guinea's neighboring countries depended on those rivers for water, food, energy, tourism, and transport. Sound, long-term strategies to manage water resources were essential to address the threats of water scarcity and stress in the sub-region. The pressure on the environment also threatened natural species and habitats.

3. The land degradation problem was exacerbated by weak institutional capacity for sound environmental management at the national and local level. The knowledge base for environmental management was also quite limited, especially with respect to the effects on ecosystems of activities such as artisanal mining, deforestation, and inappropriate agricultural practices. The multiple functions of ecosystems over the long term and the important role of preventing and controlling land degradation were not widely appreciated. Decentralized, site-specific strategies for sustainable land management (SLM) were not available to improve land management practices. Site-specific SLM strategies could not only generate immediate benefits (by reducing production costs and increasing farm incomes) but contribute to medium- and long-term goals in environmental management, such as reversing land degradation and the loss of agro-biodiversity, decreasing greenhouse gas emissions, improving carbon sequestration, and improving the hydrological cycle at the sub-watershed level.

4. The Community Based Land Management Project (Projet de Gestion Communautaire des Terres, PGCT) was developed, with incremental funding from the Global Environment Facility (GEF), to address these issues on a pilot basis. The design and implementation of the PGCT took advantage of an existing successful CDD project - the Programme d'Appui aux Communautés Villageoises (PACV) - which had developed considerable experience in supporting decentralized rural development activities.[1] PACV supported a participatory approach for defining and implementing local development plans (LDPs) to fund local infrastructure for basic socio-economic services. It seemed appropriate to use PACV's successful approach to address issues

[1] The Village Communities Support Program (PACV) is an Adaptable Lending Program (APL) consisting of three phases. The second phase was approved on August 14, 2007 and closed December 31, 2014. The PDO of the PACV is to enable rural governments (CRDs) to fulfill their mandate by planning and implementing inclusive local development activities, and improving revenue performance to sustain recurrent costs. The PACV strengthened local development planning and financed local social infrastructure and as such is complementary to the PGCT. The PACV project management unit was used to implement this GEF project by adding key technical staff to it.

related to land degradation and erosion through the participatory preparation of watershed development and management plans that would be linked to the LDPs and support SLM investments in a subset of the Rural Municipalities (Communes Rurales, CRs) covered by PACV.

1.2 Original Global Environment Objectives (GEO) and Key Indicators

5. ***Project Development Objective (PDO).*** The PDO was to *reduce land degradation through the integration of sustainable land management (SLM) practices in the overall development planning process of communities and local governments in selected pilot sub-watersheds*.[2]

6. ***Global Development Objective (GDO).*** The global objective of the project was to *pilot sustainable land management replicable to the prevention and mitigation of causes and negative impacts of land degradation on the structure and functional integrity of ecosystems.*

7. The GDO was stated in the Project Appraisal Document (PAD) but not included in the Grant Agreement. For that reason, the ICR team assessed only the PDO. To achieve the PDO, three key performance indicators were selected at appraisal:

- Surface under sustainable land management compared to baseline assessment (25,000 hectares at end of project).
- Reduction in segmentation rate as a measure of riparian health (to measure both water quality and erosion—10 percent reduction by end of project).
- Stabilization of native biological status (selected from 4–5 key specific species to be identified through the baseline surveys).

1.3 Revised GEO and Key Indicators, and reasons/justification

8. The PDO was not revised, but some of the original PDO indicators were difficult to interpret and thus measure. For that reason, when the project was restructured in June 2011, the indicators were revised and reformulated to be more succinct, measurable, and achievable. An intermediate indicator—*percent of beneficiary CRDs who have appropriately adopted and formally recognized local development plans (PDLs) using the (sub) watershed as the planning basis and including land degradation concerns*—was reworded and moved to the PDO level, because it contributed more to achieving the PDO than to intermediate outcomes. Another intermediate indicator—*number of micro-projects funded that are properly executed and maintained by beneficiaries*—was revised to focus only on execution; the restructuring team noted that maintenance could not be measured during the life of the project. Two more core sector indicators—*number of project beneficiaries* and *number of female beneficiaries*—were introduced. The revised PDO indicators are:

- Increase in hectares under sustainable land management.
- Number of project beneficiaries.

[2] Project Appraisal Document (PAD) (p. 8) and Grant Agreement (p. 6).

- Number of female beneficiaries.
- Number of beneficiary Rural Development Communities (Communes Rurales de Développement, CRDs)[3] that have integrated sustainable land management issues into their local development plans using a sub-watershed management approach.

1.4 Main Beneficiaries

9. The project was to benefit the rural population[4] living within the targeted sub-watersheds. With respect to institutions, the project's interventions were expected to benefit 26 local governments (CRs), as well as the administrative and technical service structures supporting these CRs.

1.5 Original Components

10. The project consisted of three components: (i) Local Investment Fund; (ii) Capacity Building for Decentralized Rural Development; and (iii) Project Management, Monitoring, and Evaluation.

Component 1: Local Investment Fund ***(appraisal estimate, US$ 3.40 million; actual, US$ 3.99 million)***

11. This component aimed to support implementation of SLM micro-projects/subprojects through the provision of matching grants. It would focus on three sets of actions. First, it would implement activities to promote SLM, such as improving soil fertility management, controlling soil erosion, protecting river banks, restoring degraded land, supporting conservation agriculture or tillage, introducing new and innovative agricultural technologies to farmers to reduce the risks associated with climate change, developing improved pastures to reduce bushfires and ensure sufficient animal fodder of acceptable quality, supporting forestry and agroforestry investments to diversify beneficiaries' incomes, and protecting land to increase the supply of wood. Second, this component would implement demand-driven operational research and development activities related to on-farm and on-site testing and validation of new technologies as well as activities to improve land productivity. Third, it would support demonstrations of practices that would reduce land degradation.

Component 2: Capacity Building for Decentralized Rural Development ***(appraisal estimate, US$ 2.50 million; actual, US$ 1.65 million)***

12. The objective of this component was to strengthen the capacity of local governments and local communities in selected pilot sites in the spatial planning of development activities, and in the planning, implementation, and coordination of development activities that include SLM practices. Seven sets of activities were envisioned

[3] In a revision of the CCL, rural municipalities were placed on the same footing with urban municipalities (Communes Urbaines, CUs) and their name was changed from CRD to CR ; the terms used interchangeably throughout this report.
[4] The PAD did not mentioned a specific number of beneficiaries.

under Component 2. First, it would provide tools based on geographic information systems (GIS) to support planning and investment decisions (such as maps reflecting natural resource and land quality data) as well as monitoring and evaluation (such as a GIS-based database and sub-watershed master plans). Second, it would establish a multi-disciplinary technical and scientific task force to review proposed sub-watershed development plans for consistency with other sub-watershed activities. The third set of activities was to disseminate technical information and transfer knowledge relating to land degradation and control, including information on potentially profitable SLM activities and technologies that could mitigate the effects of land degradation, through training and demonstrations. Fourth, Component 2 would support participatory rural appraisals to adapt existing LDPs to reflect SLM priorities. Fifth, it would conduct training to improve skills in land use planning among local government authorities and rural community leaders, and provide adaptable database management tools. Sixth, it would support training in organizational management and negotiation skills for SLM and prevention and control of land degradation; lastly, it would support the implementation of mechanisms to resolve conflicts over natural resource use.

Component 3: Project Management, Monitoring, and Evaluation *(appraisal estimate, US$ 1.10 million; actual US$ 1.36 million)*

13. The objective of this component was to support the project implementation unit to implement GEF financing for SLM activities and to monitor and evaluate the project's activities. To this end, the project was to provide funding to the technical ministries involved in implementing the project: the Ministry of Planning (Ministère du Plan, MP), Ministry of Territorial Administration and Decentralization (Ministère de l'Administration Territoire et de la Décentralisation, MATD), Ministry of Agriculture and Livestock (Ministère de l'Agriculture et de l'Elevage, MAE), and the Ministry of Environment (Ministère de l'Environnement, des Eaux et Forêts, MEEF), to support the incremental costs of project implementation and management. The project would also support the implementation of monitoring and evaluation activities by strengthening and adapting the capacities for monitoring, evaluation, and impact assessment under PACV. Specifically, the project would: (i) support the use of remote sensing and GIS for managing vegetative cover, determining the extent to which the degradation of land and water resources was reversed, and measuring sediment loading into rivers; (ii) establish links with a specialized institution to measure the evolution of vegetative cover based on vegetation indices; and (iii) aggregate and compare data under the GIS baseline database established for each pilot watershed in the participating CRDs.

1.6 Revised Components

14. The components were not revised.

1.7 Other Significant Changes

15. ***Extension of project effectiveness date.*** Upon request from the Government of Guinea, the World Bank extended the project's effectiveness date from March 30, 2007 to July 20, 2007. The extension was requested because the government was unable to meet

key effectiveness conditions (recruitment of a technical specialist) stated in sections 5.01 and 5.02 of the Grant Agreement.

16. ***Project restructuring*.** The project was restructured three times.[5] The first, in 2008, increased the financing percentages to 100% following the adoption of the "Country Financing Percentages" for Guinea. In December 2008, the President of the Republic died and the military took over government affairs. In line with the World Bank's operational policy regarding de facto governments (OP 7.30), the Bank suspended disbursements. This suspension was in affect over two years until a democratically elected government was in place. The second restructuring, in June 2011, followed the restoration of a more stable political environment in Guinea and the Bank's re-engagement. This restructuring: (i) extended the project's closing date from June 30, 2010 to December 31, 2013 to compensate for the freeze on disbursements; (ii) reformulated and revised some indicators and targets in the results framework; and (iii) increased the number of the beneficiary CRs from 13 to 26. The third restructuring was extended the closing date from December 31, 2013 to December 31, 2014, and reallocated grant proceeds. The objective was to allow the government to reach the PDO targets and complete activities to strengthen local institutions required to sustain the project's outcomes.

2. Key Factors Affecting Implementation and Outcomes

2.1 Project Preparation, Design, and Quality at Entry

17. The PGCT - designed to focus on environmental issues that were not taken into account in designing PACV - complemented the PACV by financing SLM and Natural Resource Management (NRM) activities in the CRs of four pilot river basins in the lower middle belt of Guinea (Senegal River, Cogon River, Fatala River, and the Gambia River). Project preparation was very participatory, including key stakeholders from the government, nongovernmental organizations (NGOs), scientific organizations, local authorities and communities. Government institutions that participated fully in the preparation were MATD, MAE, MEEF, and MP; the Guinea Agricultural Research Institute (Institute des Recherches Agronomiques de Guinée, IRAG); and the National Soil Service (Service National des Sols, SENSOL).

18. Project preparation took about two and a half years – key processing steps and the time lapse between them is provided in Table 1. The GEF preparation grant was approved in 2003 and preparation of the PGCMB began that year. The preparation of PGCT did not begin until 2004. The lengthy preparation time was attributed to: (i) weak in-country capacity to address environmental issues, (ii) a delayed decision on where the project would be "housed" (MEEF, MP or MAE) and (iii) the need to change course mid-way through preparation due to a lack of funds for watershed activities under the GEF window.[6]

[5] All were level 2 restructuring which do not require Board approval.

[6] Even the project's name was changed to reflect its new objective and structure; it was originally the Integrated Ecosystems Management Project (Projet de Gestion Intégrée des Eco Systèmes).

Table 1: Key processing steps and dates.

No.	Processing steps	Date	Time lapse between steps
1	GEF pipeline and PDF approval	June 12, 2003	--
2	Concept Note Review meeting	December 9, 2004	18 months
3	GEF Council Approval	June 8, 2005	6 months
4	Decision Meeting	April 4, 2006	10 months
5	Appraisal	April 24, 2006	0.5 months
6	Board Approval	June 22, 2006	2 months
7	Signing	November 7, 2006	5 months
8	Effectiveness	July 20, 2007	8 months

19. Key design features included:

- ***Sound background analysis.*** A number of key studies conducted during the identification and pre-appraisal stages provided critical information on the effects of soil degradation. Findings and recommendations from the studies were reflected in the project's design, including results of the environmental and social impact assessment and studies to identify the river basins (watersheds) and other areas where the project would operate. Aside from those studies, the preparation team carried out intensive consultations with the communities, which ensured that the project reflected their needs and concerns.

- ***Lessons from other projects and approaches.*** The preparation team incorporated a number of lessons gained from implementing PACV1 and projects using a community-driven development approach within West Africa. A major lesson was that SLM issues needed to be integrated into development not only at the community level but also at the sub-watershed and watershed levels. Another lesson was that it was important to rely on existing institutional structures to ensure institutional sustainability and accountability. As a result, PGCT built on the institutional structures established under PACV1 as well as the government's decentralized institutions. A third lesson was that a participatory, community-driven development approach appeared to be the best approach for empowering communities to manage their natural resources. Given that activities and resources are transferred to communities under a community-driven development approach, a parallel lesson was that it was vital to evaluate capacity constraints. In its design, the project also reflected the need to take participating communities' socio-economic factors into account to ensure effective transfer of technologies.

- ***Government commitment.*** The Government of Guinea (GoG) showed its strong commitment to project preparation by making technical staff available to work closely with the project team to ensure smooth preparation. The government should have endeavored to fulfill all effectiveness conditions, however, because its inability to meet the effectiveness deadline affected the commencement of the project.

- ***Measures to mitigate risks***. The overall risks at appraisal were rated *substantial*. The preparation team identified a number of potential risks to the project's development outcome and sought to take them into account in the project's design. Those risks included: (i) insufficient resource mobilization to maintain facilities (mitigated by ensuring continued follow-up with the communities on maintenance issues); (ii) the impact of demographic pressure in the most vulnerable zones (mitigated by directing more of the project's resources to areas under stress); (iii) insufficient technological adaptation to drought (mitigated by emphasizing SLM strategies and technologies that would increase resilience). The team identified and provided measures to mitigate those risks but did not include an analysis of country/macro level risks (which would have captured an assessment of socio-political risk).

20. The design was innovative as it integrated capacity-building interventions to enable CRs to take charge of their own local development with respect to SLM and NRM. Similar projects implemented previously by many donors and NGOs had bypassed the CRs to focus directly on the beneficiaries. The PGCT approach of improving local development through engagement with local governments in addition to communities (i.e. building their capacity to plan, implement, and sustain local development) was viewed as new by many rural Guineans and accepted well by the communities. A key feature of the design was that PGCT should be implemented only in CRs where PACV structures were already in place - an arrangement that facilitated progress in implementation because it required no new implementing structures to be established. The PDO was clearly formulated and linked to the project's components, but the number of indicators (more than 75) identified at the project level was overambitious. The number of indicators and the way in which they were formulated made it challenging for the project to track results. Also the project was a bit "overdesigned" in the sense that it was shooting for "perfection", with many preliminary studies required before initiating investments (micro-projects) at the community-level. This led to issues during implementation. A GEF global objective was included in the PAD but not in the Grant Agreement. As noted, this assessment uses the objective as stated in the Grant Agreement.

2.2 Implementation

21. The project was approved on June 22, 2006 and declared effective on July 20, 2007. As noted in Section 1.7, the project took longer than anticipated to become effective (about nine months); the prevailing political unrest inhibited the government's efforts to recruit a technical specialist (focal point) to implement PGCT-specific activities, which was a condition of effectiveness. After effectiveness, implementation was delayed for two years, as socio-political instability engulfed Guinea. Following the death of the President on December 22, 2008, the military took over the affairs of the country, and the World Bank suspended disbursements in line with the World Bank's operational policy regarding de facto governments (OP 7.30) until the country returned to democratic governance. Elections were held in December 2010, OP7.30 was lifted in January 2011 and arrears were paid in April 2011, paving the way for the disbursements to resume.

22. Aside from these extreme events, several other factors contributed to lags in implementation. Principal among them was the emphasis placed (in project design) on completing a multitude of studies before proceeding with actual activities on the ground. This was noted, and corrected, during an October 2008 supervision mission - paving the way for accelerated disbursements - just two months before OP7.30 went into effect. Building an understanding in rural communities of the importance of soil conservation practices also proved to be a challenge, and the project team had to intensify its sensitization campaigns. Finally, establishing the watershed committees (Comités de Sous Bassin Versant, CSBVs) took longer than initially planned due to the fact that a bottom-up approach was adopted to allow for CR buy-in and ownership. In addition, the government was slow to provide the approval needed to officially recognize these committees and their functions in implementing and monitoring the sub-watershed basin management plans (*schémas d'aménagement*). The CSBVs were not officially created until close to the end of the project. Turnover among the World Bank task team leaders (TTLs) was another factor that influenced implementation.

23. Several countervailing factors boosted implementation, however:

- ***Strong government commitment.*** After the resumption of activities, the government showed a high level of commitment to implementation by maintaining a good relationship and intensifying communication with the World Bank. The government also facilitated supervision missions, particularly through the CNC. This support aided smooth implementation of the project's activities.

- ***Integration of the project into the PACV structure*.** The project used the project management structure that was in place under PACV. Supplemental staff - a focal point for the two GEF projects, a junior accountant, a safeguards specialist, a GIS specialist and regional NRM specialists – were recruited to reinforce the PACV team. The National Coordinator, the Chief Administrative and Financial Officer, the Chief Procurement Officer, and the Chief M&E Officer for the PACV also handled the PGCT.

- ***The high level of competence and commitment of the CNC staff.*** Having been involved in the implementation of PACV1, the CNC staff was highly conversant with World Bank operations and instruments. They were committed to implementing PGCT and maintained that commitment throughout the life of the project. Even during the difficult period when activities were suspended, the CNC staff maintained contact with the regional governors, prefects, sub-prefects, and local government authorities in the CRs.

- ***Use of PACV manuals and planning tools*.** The PGCT was able to take advantage of the planning tools, harmonization guidelines, project implementation manuals, local development plans, and annual investment programs prepared for PACV. The SLM activities undertaken through PGCT were integrated in all of these instruments.

- ***Project restructuring and midterm review.*** As noted in Section 1.7, the project was restructured in June 2011. The restructuring team noted the difficulties encountered by the project team in measuring the original PGCT indicators, which were not well formulated. Some indicators were highly scientific; they were also overambitious in the sense that they were quite numerous (75), which made routine monitoring and tracking extremely difficult. The World Bank worked with the project team to simplify the indicators; a revised results framework was included in the restructuring package. The indicators and their measurement was reviewed again during the mid-term review in 2012, and minor changes and clarification of measurement were noted. These actions improved the monitoring and measurement of the indicators and evaluation toward the achievement of the PDO.

2.3 Monitoring and Evaluation (M&E) Design, Implementation, and Utilization

24. ***M&E design.*** The project used the same M&E system as PACV2, reinforced to monitor and evaluate the NRM interventions for the 26 beneficiary CRs. M&E included three evaluations (at baseline, midterm, and the end of the project) to measure the project's impact on beneficiaries. The design also envisaged setting up a management information system to systematically track and document project results and outcomes. A GIS with georeferenced maps was an integral part of the M&E design.

25. ***M&E implementation.*** M&E implementation was constrained by the delay in implementing PGCT, but a number of actions helped to improve data collection and overall M&E implementation. By the time of the ICR, the project had: (i) established M&E systems in the regions, prefectures, and all 26 CRs, which had become well versed in using the M&E manual, and (ii) developed and made data collection tools available to all the implementing agencies, including the installation of a database in all the regions. Personnel at each level were provided with significant training to manage the database. M&E implementation was also aided by the effort to revise, simplify, and scale down the indicators to measurable level.

26. A key M&E activity was to evaluate the project's impacts on beneficiaries. The midterm evaluation survey could not be conducted because of the socio-political situation and suspension of disbursement, but an end-of-project survey measured the achievement of the project's outcome indicators and impacts on beneficiaries. In addition to that survey, specific studies coordinated by the CNC were conducted by individual consultants and firms recruited for that purpose; among others, they included a study of the dynamics of bush fires, a study of alternative techniques for sustainable soil fertility management, an analysis of conflicts between farmers and herders, and surveys in four CRs to establish a baseline for measuring impacts.

27. ***M&E utilization.*** M&E data informed decision making at all levels. Regular supervision reports, which focused on the implementation of agreed actions and recommendations, were the main instruments used to inform decision making. These reports were extensively discussed at the end of each supervision mission. In addition, the impact evaluations, including the specific studies just mentioned, were widely disseminated through stakeholder consultations and workshops. Workshops were also

organized to disseminate the M&E procedures manual and ensure that all were conversant with its use.

2.4 Safeguard and Fiduciary Compliance

28. ***Safeguards*.** The project was classified as category B and triggered two safeguard policies, Environmental Assessment (OP 4.01) and Involuntary Resettlement (OP 4.12). To mitigate any issues that might arise related to the acquisition of land or loss of economic activity on the part of individuals or groups of individuals in project intervention areas, an Environmental and Social Management Framework (ESMF) and a Resettlement Policy Framework (RPF) were prepared at the project's inception. These frameworks were updated to take into account institutional and legislative requirements as they arose. Various safeguard reports on the implementation of the framework revealed that no significant negative environmental or social impacts were associated with the implementation of the micro-projects/subprojects. An independent environmental assessment was not conducted, however, as the nature and size of the infrastructure projects did not dictate that one should be done.

29. ***Financial management.*** In general, the project operated a sound financial management (FM) system focused on a decentralized approach to financing interventions. PGCT complied fully with the World Bank's operational policies on financial management (OP/BP 10.02).At the time of the ICR, all Interim Financial Reports (IFRs) had been submitted on time, and the previous year's audit reports were unqualified and had been received on time. In addition, all withdrawal applications had been completed. The last FM supervision mission found that the financial management system established by the project was acceptable. At the time of the midterm review, however, some FM issues identified by the Bank's FM team had led to a ***moderately satisfactory*** rating. The issues included: (i) the lack of an internal auditor to ensure adequate internal controls were in place; (ii) a voluminous FM procedures manual, which made it difficult for the CRs to comprehend the steps to be taken in undertaking financial activities; (iii) inflexible financial accounting software that did not automatically consolidate financial data; and (iv) a lack of capacity in fiduciary staff at the Regional Support Team (Equipe Régionale d'Appui, ERA) and local levels. The review team discussed those issues with the project team and made recommendations for improvement, which the project team implemented diligently. FM performance improved significantly thereafter, and subsequent FM supervision missions rated FM performance as ***satisfactory***.

30. ***Procurement*.** The project team ensured compliance with World Bank procurement policies (OP/BP 11.00). At the beginning of implementation, an 18-month procurement plan was prepared; it was updated regularly to reflect the increase in activities under the project's components. Most procurement activities occurred at the local level, as the project established local procurement committees in all the beneficiary CRs. The disbursement freeze following OP7.30 resulted in a few delays. For example, the acquisition of solar panels and computer equipment for prefectures were not procured on time leading to delays in the getting the decentralized M&E system in place.

31. ***Disbursement.*** Disbursement was quite slow initially, but accelerated significantly after the June 2011 restructuring - increasing from 19% in June 2011 to 47% by August

2012. At the time of the ICR, the project had disbursed 99.9 percent of project funds. See Annex 1 for details on project costs and financing; Annex 3 provides a cost overrun/underrun analysis.

2.5 Post-completion Operation/Next Phase

32. To improve environmental management and ensure sustainability beyond the life of the project, the *schéma d'aménagement*,[7] a strategic tool for preventing forest and land degradation, was developed and widely disseminated to all beneficiary CRs.

33. The project established five sub-watershed committees (CSBVs) to ensure proper functioning of the local institutions established by the project. Guided by a *schema d'aménagement*, the committees are tasked with ensuring participatory management of natural resources in the river watersheds. Committee members received training in their roles and responsibilities and in how to use intercommunity initiatives (activities undertaken collectively by communities) as a tool for managing shared natural resources. An agreement on this concept of shared natural resource management was developed and adopted in a meeting with all local stakeholders, including the CSBVs, local elected officials, and de-concentrated technical units. To implement the agreement effectively, the CSBVs have developed an action plan that includes intercommunity activities and capacity-building interventions partly financed by the participating CRs in their respective Annual Investment Programs (AIPs). All members of the five CSBVs were equipped with motorbikes for monitoring and supervising implementation of the action plan.

34. To monitor and mitigate any environmental and social issues, the project established Environmental and Social Safeguard Committees (Comités de Suivi des Actions Environnementales, COSAE) for all micro-projects funded through PGCT. These committees consist of representatives of civil society, local elected officials, the technical services/units at the deconcentrated level, and the beneficiary groups. The members of the group have received training in environmental safeguards to enable them to assume their role of monitoring the implementation of micro-projects as well as correctly implementing the safeguard measures.

35. **Follow-on activities**. The PGCT generated substantial support at both community and national levels. Given this interest, and the relative success of the pilot project, a scaling-up is planned through the integration of sub-watershed/landscape/SLM approaches and activities into the third phase of the PACV. This will allow results to be consolidated and sustainability outcomes improved.

[7] The *schéma d'aménagement* outlines the priority NRM interventions, institutional and community responsibilities, roles of stakeholders, key indicators for monitoring the health of sub-watersheds, good environmental governance, and risks associated with the implementation of the plan, among other things.

3. Assessment of Outcomes

3.1 Relevance of Objectives, Design, and Implementation

36. ***Relevance of objectives.*** The project is relevant to the government's development priorities as stated in the National Poverty Reduction Strategy Papers (PRSP2, 2011–2012[8] and PRSP3, 2012–15). Sub-chapter II.2.2 of PRSP2 (p. 67) emphasizes that sustainable development is one of the government's key sectoral priorities and that principles of sustainable development will be integrated into government policies and programs to reverse the loss of environmental resources, reduce the rate of biodiversity loss, and ultimately improve living conditions for present generations while protecting the environment and not compromising the sustainability of the productive base for future generations. Specific measures promoted in the strategy include rational and sustainable environmental protection and management of natural resources, soil fertility management to combat desertification and bushfires, forests and protected areas, watersheds, marine ecosystems, coastal fisheries, and water resources. The strategy also notes that environmental impact studies should be considered in the implementation of eligible projects and programs. In PRSP3, sub-chapter 2.1.1 (p. 97) identifies environmental protection and the promotion of a green economy as key strategic priority areas for the government. At the time that PGCT was prepared, land degradation was a major problem, exacerbated by weak institutional capacity as well as poor knowledge of sound environmental management practices at the national and local levels. By supporting NRM practices to sustainably manage land and promoting income-generating activities that allowed communities to practice sound environmental management, the PGCT provided strong underpinnings for the government's sustainable development policy.

37. The project is also consistent with the Bank's Country Partnership Strategy (CPS) FY2014–17, which focuses on three strategic objectives: (i) improving governance and service delivery; (ii) stimulating growth and economic diversification; and (iii) strengthening human capital. By strengthening local government systems and introducing new technologies for NRM in rural communities, the project supported the first strategic objective. Moreover, the project is consistent with the strategic priority of the GEF on land conservation, and it supports the objectives set in the World Bank's operational policy on SLM (OP 15). In sum, the relevance of the project's objectives is rated ***high***.

38. ***Relevance of design.*** The project's design was and remains relevant to the achievement of the PDO. The menu of activities described in the PAD was logically linked to the project's objective of supporting local governments and rural communities to plan and practice sound and sustainable management of land and natural resources. Component 1 focused on supporting community efforts to carry out environmentally friendly activities to improve soil fertility management, protect river banks, restore degraded land, support conservation agriculture or tillage, and introduce agricultural technologies adapted to farmers' circumstances, among other activities that contributed to achievement of the PDO. Component 2, by strengthening rural communities' capacity to plan, implement, and coordinate development activities that included SLM practices, also significantly

[8] République de Guinée, Ministère de l'Economie et des Finances, Document de la Stratégie de Réduction de la Pauvreté (2011-2012).

supported attainment of the PDO. However, the project was perhaps "overdesigned" in the sense that it was shooting for "perfection" which led to problems during implementation.

39. The results framework included clearly stated objectives that were logically linked to the project's outputs and outcomes. To maintain relevance during implementation, key performance indicators were revised to make them more measurable and achievable. The GEF instrument that provided incremental funding to implement PGCT activities was appropriate, given the fact that PACV2 did not include environmental issues in its design. The relevance of the design is therefore rated ***substantial***.

3.2 Achievement of Global Environmental Objectives

40. PGCT fully achieved its objectives. Targets for all key performance indicators were met and surpassed. The PDO was to reduce land degradation through the integration of sustainable land management (SLM) practices in the overall development planning process of communities and local governments in selected pilot sub-watersheds.

41. The achievement of the PDO was measured by four key performance indicators: **PDO indicator 1**: *Increase in hectares under sustainable land management;* **PDO indicator 2:** *Number of direct beneficiaries;* **PDO indicator 3**: *Number of direct female beneficiaries;* and **PDO indicator 4**: *Number of beneficiary CRDs that have integrated sustainable land management issues into their local development plans using sub-watershed management approach.*

42. **PDO indicator 1** (*Increase in hectares under sustainable land management*) was fully achieved and the target substantially exceeded. At the end of the project, 18,682 hectares was under SLM, against the target of 10,000 hectares. At baseline, no land in the project intervention zones was under SLM. An end-of-project survey[9] was conducted to measure achievement of the key performance indicators and impacts on three sets of beneficiaries (beneficiary groups, heads of households that belonged to these groups, and other individuals who belonged to these groups). The survey found that beneficiary group micro-projects resulted in 8,715 hectares being place under SLM (47% of the total hectares), and that as a result of training activities (and the demonstration effect of the beneficiary group micro-projects), an additional 9,967 hectares were placed under SLM (53% of the total hectares) on individual lands.

43. In addition to the agricultural equipment and improved seed needed to carry out activities related to the group micro-projects, beneficiary groups received training that allowed them to use SLM technologies and practices individually (or jointly with other groups) on their own lands, using their own resources. Altogether, 84 percent of the beneficiary groups undertook additional activities on their own based on what they had learned, These activities included: prevention of grazing (59 percent), extension of hedges

[9]Ministère de l'Administration du Territoire et de la Décentralisation, Ministère délégué en charge de l'Environnement, Projet de Gestion Communautaire des Terres (PGCT), Résultats de l'Enquête sur les Changements des Conditions Socio-Economiques induits par les Activités de Gestion des Ressources Naturelles (GRN) et Activités Génératrices des Revenus (AGR) auprès des Bénéficiaires, Décembre 2014.

(56 percent), agroforestry (39 percent), crop rotation and fertilizing crops (33 percent), use of Kenyan beehives (29 percent), and composting (24 percent).

44. Project activities resulted in a significant reduction in bush fires and indiscriminate land clearing. According to the survey results from beneficiary group interviews, the total area burned prior to the project was about 1,227 hectares per year (for an average of 11.7 hectares per group per year); after the project, it was 394 hectares per year (an average of 3.8 hectares per group per year). The area indiscriminately cleared each year was 942 hectares prior to the project (an average of 9.0 hectares per group per year), whereas at the time of the survey it was 417 hectares (an average of 4.0 hectares per group per year).

45. The survey results from the household interviews (based on responses from the household heads belonging to beneficiary groups) mirror the group interview results. The total land area indiscriminately cleared and burned declined substantially. Before PGCT, the area indiscriminately cleared was about 1,056 hectares per year (an average of 3 hectares per household per year), whereas after the project's interventions, it was 713 hectares per year (an average of 2 hectares per household per year). Before the project, the average area burned was 977 hectares per year (an average of 2 hectares per household per year); currently they burn 300 hectares (an average of 1 hectare per household per year).

46. The main factors enabling beneficiary groups and households in those groups to implement new activities that improved NRM included: sensitization of the groups to NRM practices; regular meetings; increased yields and profits the sale of their produce; the willingness and commitment of group members to work together; improved living conditions for group members; mastering new skills and techniques to address environmental issues through training provided by the project, and the opportunity to practice what was learned; the establishment of nurseries and reforestation and the spirit of helping one another.

47. **PDO indicators 2 and 3 -** *Number of direct beneficiaries* and *number of direct female beneficiaries* - were fully achieved and their targets surpassed. At the end of project, 4,591 beneficiaries had been reached against a target of 1,040 (44 percent of these beneficiaries were women, against a target of 25%). The direct beneficiaries included members of micro-project groups and other local stakeholders who benefited from the training and capacity-building activities supported by the project. The major drivers for these achievements include the following activities supported by the project: income-generating activities such as developing coffee plantations, beekeeping, rearing small ruminants, developing market gardens, extracting palm and palm kernel oil, and the purchasing and supply of rice hullers.[10] These activities not only helped to protect the environment but enabled the beneficiary groups and households to earn significantly more income and improve their living standards. According to the survey, annual household income increased by 93 percent per annum owing to income-generating interventions financed by the project. Annual income rose from GNF 500,000 to GNF 1,000,000 for 31 percent of households, and 37 percent increased their annual incomes from GNF 1,000,000 to GNF 2,000,000. During their interaction with beneficiaries, the ICR team noted that

[10] The project supported the development of 69 AIPs through which 169 micro-projects were financed. Of the 169 micro projects financed, 135 (80 percent) were correctly executed.

many members of beneficiary groups said that they could now send their children to school, pay for healthcare, and fulfill social obligations (funerals, weddings) in their communities.

48. **PDO indicator 4** (*Number of beneficiary CRDs that have integrated sustainable land management issues into their local development plans using sub-watershed management approach*) was fully achieved. The project's support for strengthening the capacity of the CRs and the beneficiary groups helped establish a solid foundation for responsible land management in the five sub-watersheds covered by the project. The survey found that all 26 CRs (100 percent) had integrated SLM issues into their respective LDPs and had intensified activities geared toward SLM practices. For example, 71.3 percent of CRs now hold meetings to discuss SLM practices with elected officials in neighboring CRs; 67.3 percent of CRs organize sensitization meetings to deepen the communities' understanding of SLM practices, and the same proportion have set up committees for sub-watershed management. Exchange visits were made by 62.5 percent of CRs to enhance their knowledge by learning from others.

49. Based on these findings, the efficacy of the PGCT in achieving its objectives is rated ***substantial***. The achievement of the PDO indicators is summarized in Table 1.

Table 1: Achievement of key performance indicators

Indicator	Baseline	Target	Actual	% achieved
Increase in hectares under sustainable land management	0	10,000 ha	18,682 ha	186.8
Number of direct beneficiaries	0	1,040	4,591	441.4
Number of direct female beneficiaries	0	458	2,020	441.0
Number of beneficiary CRDs that have integrated sustainable land management issues into their local development plans using sub-water shed management approach.	0	26	26	100.0

3.3 Efficiency

50. At appraisal, a cost-benefit analysis (CBA) to estimate the project's economic rate of return (ERR) and net present value (NPV) was not conducted due to the lack of information on investment preferences of rural communities, as well as the demand-driven nature of the project. The appraisal team, however, performed incremental cost analysis to compare the estimated cost of GEF alternative project scenario with a baseline project (PACV) scenario. For that reason, the ICR team performed an ex-post incremental cost analysis to ascertain the efficiency of GEF financing along with an analysis of other aspects of implementation that contributed to efficiency (see Annex 3 for details).

51. ***Incremental cost analysis.*** The results of the analysis show that the incremental costs of US$ 8.8 million on a total estimated amount of US$ 38.1 million under the GEF alternative scenario represents 23.1 percent compared to the appraisal estimate of 28 percent on a total cost of US$ 26.2 million *(see annex 3 for a summary of the results of the analysis).*

52. ***Operational and administrative efficiency*.** Despite the suspension of disbursement during the political transition between the military and the elected government, when PGCT activities resumed, the project's operational efficiency with respect to spending turned out to be much stronger than it had been prior to the crisis. In general, project funds were disbursed efficiently. Of the total grant amount of US$ 7,000,000, 99.9 percent (US$ 6,997,426) had been disbursed by the end of the project. A closer look at the project's expenditure categories shows that, overall, costs were reasonably incurred and that the funds were used for their intended purpose. With the exception of training and micro-project grants, all expenditure items were fully disbursed at the end of the project. As shown in Annex 3, Table A3.1, all project funds were accounted for. Only two expenditure categories had undisbursed amounts (US$ 50 in training and US$ 2,523.69 in micro-project grants). At the time of the ICR, the project had refunded these amounts to the Bank. Several major factors contributed to the efficient use of funds. An effective internal control mechanism was established at all levels of project implementation. At the subnational level, financial management teams (*équipes fiduciaires*) rigorously followed and monitored procurement and use of funds at the local level. At the CR level, PACV2/PGCT had supported the establishment of procurement and transparency committees, which facilitated the implementation of NRM activities integrated in the AIPs and hence improved disbursement of project funds. Procurement capacity was significantly strengthened in the CRs, which translated into transparent procurement processes, including contract management. Cost estimates and quotations were generally realistic and lower than planned expenditures in the AIPs (see Table A3.3 in Annex 3).

53. In addition, efficiency was enhanced by introducing the initiatives for collective community management of shared natural resources. These intercommunity activities significantly improved NRM and SLM practices among the beneficiary CRs and across communities. Findings from a survey of heads of households who were group members showed that indiscriminate clearing of land has significantly reduced. Before PGCT intervention, the beneficiary heads of households indiscriminately cleared 1,056 ha of land area, an average of 3 ha per household per year. After project intervention, heads of households cleared 713 ha of land per year, an average of 2 ha per household per year. The total land area burned by beneficiary heads of household before project amounted to 977 ha per year, an average of 2 ha per household per year. Currently, the area burned by beneficiary heads of households amounted to 300 ha, an average of one ha per head of household per year. The improved SLM practices coupled with increased agricultural production resulted in significant income gains to the beneficiaries. As elaborated in section 3.2 above, beneficiaries' incomes increased significantly as a result of practicing SLM activities. On average, household's annual income increased from GNF 500, 000 to GNF 1,000,000 and from GNF 1,000,000 to GNF 2,000,000 for 31 percent and 37 percent of households respectively. The incremental cost analysis, operational efficiency analysis and improvement in beneficiary income all suggest efficiency in the use of resources, however in the absence of a solid cost-benefit analysis efficiency is rated ***modest.***

3.4 Justification of Overall Outcome Rating

Rating: Moderately satisfactory

54. Based on the project's high relevance, substantial achievement of the PDO, and its modest efficiency, the overall project outcome is rated ***moderately satisfactory***. The intervention was appropriate and was in line with the government's poverty reduction and environmental policy objectives. It was consistent with the CPS for Guinea and GEF operational policies. It supported activities to address environmental issues that culminated in the improved management of the targeted sub-watersheds.

3.5 Overarching Themes, Other Outcomes, and Impacts

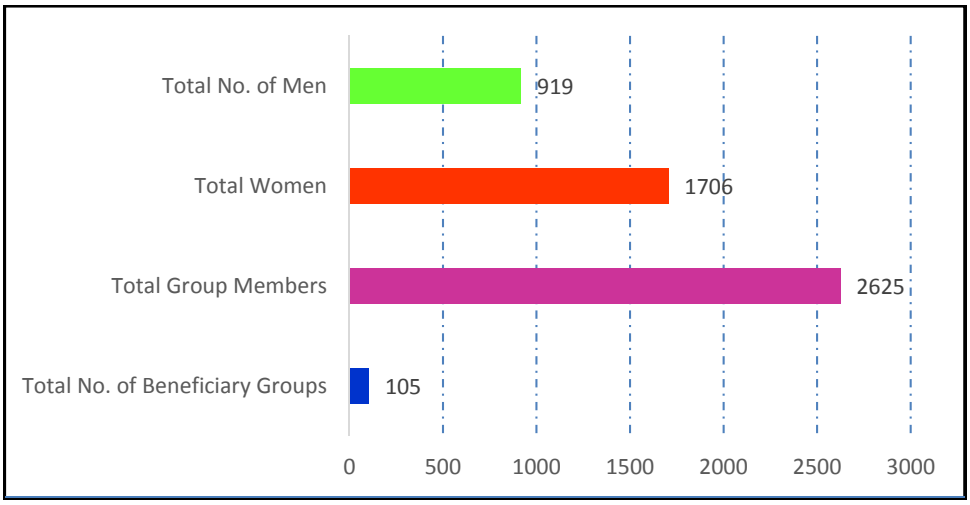
(a) Poverty impacts, gender aspects, and social development

55. ***Impact on household and individual incomes.*** As noted, the end-of-project survey found that the project's interventions had increased annual household incomes substantially. About 31 percent of households said that their incomes had increased from GNF 500,000 to GNF 1,000,000, and almost 37 percent said it had increased from GNF 1,000,000 to GNF 2,000,000; 11 percent reported an increase in income from GNF 3,000,000 to GNF 4,000,000. The survey found that 73 percent of households attributed the increase in incomes to income-generating activities financed by the project for beneficiary groups. Individuals belonging to beneficiary groups also reported higher incomes owing to the project's interventions. Over 39 percent increased their incomes from GNF 500,000 to GNF 1,000,000; 32 percent reported an increase in income from GNF 1,000,000 to GNF 2,000,000; and 12 percent reported an increase from GNF 2,000,000 and GNF 3,000,000. According to the survey results, the main factor that contributed to higher annual incomes for individuals was the income-generating activities implemented by their respective groups. Over 71 percent of the individual beneficiaries surveyed reported an increase in their annual incomes as result of project interventions. With the increased incomes the beneficiaries' acquisition of assets, including property, increased significantly compared to the situation before the project. Examples of assets acquired by the beneficiaries include 2,322 units of small equipment, 121 undeveloped arable fields, 59 motorbikes or bicycles, 30 houses, 11 pumps, 11 TVs, and 3 generators.

56. ***Impact on gender.*** Through the capacity-building interventions implemented under Component 2, the project trained 3,225 people, of whom 514 (15.9 percent) were women. Data available through the CNC show that in 2012–13, 707 individuals participated in training related to thematic areas such as participatory mapping, NRM for members of CSBVs, local governance (for beneficiary groups), local planning, procurement (for procurement committee members), and environmental and social safeguard policies. Of those 707 individuals, 146 (20.7 percent) were women. In 2014, 1,259 individuals were trained, and 184 (14.6 percent) were women. The thematic areas covered in 2014 were environmental and social safeguards, NRM, and conflict management. In addition, women constituted a substantial share of the beneficiary groups, which implemented income-generating activities supported through Component 1 (LIF). The project created 105 beneficiary groups with a total membership of 2,625; of these, 1,706 (65 percent) were

women. Figure 1 shows the total number of beneficiary groups and their membership, disaggregated by gender.

Figure 1: Composition of beneficiary groups by gender.



Source: Author, based on CNC data.

(b) Institutional change/strengthening

57. The following key institutions were created and/or strengthened by the project at the CR level:

- ***Sub-watershed committees.*** As noted in Section 2.5, the project created five CSBVs in the beneficiary CRs, with responsibility for improving participatory management of natural resources in the sub-watersheds. All of the committees received training in NRM, conflict resolution, local planning and governance, environmental and social safeguards, and other topics. The CSBVs are involved directly in intercommunity activities related to shared management of natural resources.

- ***Environmental and social safeguard committees (COSAEs).*** The project supported the establishment of the COSAEs, which are responsible for addressing environmental and social safeguard issues as well as monitoring environmental activities under the micro-projects. Each committee includes local stakeholders who have been trained in environmental and social safeguard techniques; they are expected to work closely with the local authorities (CRs) to ensure that environmental and social safeguard measures are effectively implemented.
- ***Technical and Scientific Committee.*** The project also supported the establishment of a Technical and Scientific Committee, comprising representatives from ministries involved in managing watersheds, research institutions,[11] a representative of the local authorities, and the executive of the

[11] IRAG and the Centre d'Etude et de Recherche en Environnement.

CNC. In addition to its core mission of validating results produced within the framework of the LDPs and identifying the institutional anchor of sub-watershed activities, this institution has become the center for consultation by the various institutions directly involved in managing natural resources.

- ***Communes Rurales.*** The project strengthened the CRs' capacity to learn new ways of managing natural resources. For example, the intercommunity initiatives introduced by the project allowed neighboring communities to work together to manage their natural resources to improve the health of their environment. This approach enabled the CRs to implement NRM activities collectively and has also led them to implement activities such as reforestation of river banks and water sources, land development, grazing prevention, agriculture, market gardening, wire fencing, and improvement of grazing areas.

(c) Other unintended outcomes and impacts (*positive or negative, if any*)

3.6 Summary of Findings of Beneficiary Survey and/or Stakeholder Workshops

58. The methodology and findings of the end-of-project beneficiary survey—the key study conducted to measure the project's outcomes and development impacts—are presented in Annex 5. The sample for the survey included 15 of the 26 CRs involved in the project, 44 of 105 beneficiary groups established, 175 household heads in the sampled beneficiary groups, and 176 individuals belonging to the sampled beneficiary groups. The respondents generally viewed the project's impacts favorably.

4. Assessment of Risk to Development Outcome

59. The likelihood that development outcomes may not be maintained is ***substantial***. As noted in Section 2.2, the project was suspended for two years after military rule was imposed. Although the PAD outlined several risks to development outcomes, country/macro level risk (which would have captured an assessment of socio-political risk) was not included in the risk assessment/mitigation matrix. The socio-political risk did in fact materialize, delaying implementation by more than two years. At the time of this ICR, this risk is still significant; the political atmosphere remains somewhat volatile. General elections are expected to take place soon, and the opposition and government have not agreed on when to conduct local elections. The opposition favors conducting local elections before the general elections (as tacitly agreed in 2013 by the ruling party and opposition), whereas the government has a different view. Discussions between the government and opposition continue to seek a better resolution of the issue.

60. Uncertainty also surrounds the level of resources available to CRs and COSAEs to continue the surveillance and implementation of the sub-watershed management plans *(schemas d'aménagement)* and poses a threat to the sustainability of the project's development outcomes. Another consideration is that the CSBVs are not yet fully operational. They were established only toward the end of the project, and ownership of the *schema d'aménagement*—the primary reference document that they have adopted for implementing intercommunity activities—may be doubtful. Some CBSV members with

whom the ICR team interacted did not show mastery of the content of the *schema d'aménagement* or strong knowledge of their roles and responsibilities very well.

61. Another risk that could potentially affect development outcomes is the lack of storage facilities. Many groups that effectively implemented income-generating activities increased their production, but they face storage problems and wastage whenever they have a surplus (the project had no provisions for establishing storage facilities at a reasonable distance from farms). The lack of a ready market for their production also poses a risk to development outcomes, particularly for those beneficiaries in more remote areas. Linking beneficiary groups to storage facilities and markets should be taken into account in future operations of this nature.

5. Assessment of Bank and Borrower Performance

5.1 Bank Performance in Ensuring Quality at Entry

(a) Quality at entry

Rating: Moderately satisfactory

62. The World Bank's performance in ensuring quality at entry is rated ***moderately satisfactory***. The Bank team worked closely with the project team to design the project. The design benefited from a sound sector analysis, based on targeted studies funded from the Project Preparation Facility (PPF). The design was aligned with the government's National Environment Policy (NEP) document, the PRSP, the Bank's CAS/CPS, and the GEF strategic priority on soil conservation. The team incorporated important lessons from the predecessor project, PACV1, and community-driven development projects in West Africa into the design, and it maintained the implementation arrangements established under PACV1, which provided impetus for the project to get underway. The team also established a clear link between PACV2 and PGCT by ensuring that PGCT activities would be implemented only in CRs where PACV had already intervened. The novelty of the project's design was apparent in its substantial range of activities. With a view to using local government systems to fund project interventions, the design incorporated strong fiduciary control mechanisms at the CR level. An especially prominent control mechanism was the local procurement committees responsible for managing procurement and contracts. The design also featured a *training of trainer's approach*, whereby staff of CNC and the National Decentralization Directorate (Direction Nationale de la Décentralisation, DND) were trained to conduct training for the *équipe fiduciaire* established at the regional level. The *équipe fiduciaire* in turn provided training for the CRs as well as oversight of their FM activities. This arrangement led to immense transparency and accountability at all levels at which the project was implemented.

63. The Bank was slow to prepare the project (it took 2.5 years). During preparation, the Bank worked with the project team and identified potential risks that could threaten smooth implementation of activities. Risk measures were appropriately integrated into the project design, with the exception of measures to mitigate country-level risk (socio-political risk), which was not considered but heavily affected the project's implementation. Another shortcoming of the design was the sheer number of project-level indicators (75)

and the ambiguities in their formulation, which made it difficult for the project team to monitor and evaluate beneficiaries' activities.

(b) Quality of Supervision

Rating: Moderately satisfactory

64. The World Bank's performance during project supervision is rated ***moderately satisfactory***. During supervision missions, the Bank mobilized competent multidisciplinary teams consisting of staff and consultants. The Bank maintained good working relationship with government officials throughout project implementation. The team kept management informed of implementation progress through systematic reporting in aide-mémoires, back-to-office reports, and Implementation Status and Results Reports (ISRs). The Bank maintained key fiduciary staff at the country office to respond to demands from the project team on daily basis.

65. In addition, the Bank was proactive even during the years when OP7.30 was in effect. It worked with the project to maintain a skeletal staff tasked with safeguarding the project's assets and maintaining contact with key stakeholders and to continue some basic activities. When the suspension was lifted in April 2011, the Bank responded rapidly to the government's request for a retroactive extension of the closing date to enable the project to accelerate implementation. In addition, the Bank worked closely with the project team during this period to update the results framework and refocus activities with an eye to achieving the PDO. This effort provided greater clarity for the project team on how to measure indicators against their targets. The high turnover of TTLs during project implementation (four) may have also contributed to delays. In addition, GEF supervision resources only allowed for one full PGCT supervision mission per year. The Bank team supplemented this through their supervision of the PACV which allowed a review of PGCT issues at the same time. The Bank team was also proactive in maintaining contact with the project team to discuss issues through and audio and video conferences.

(c) Justification of Rating for Overall Bank Performance

Rating: Moderately satisfactory

66. In light of the preceding discussion on the quality of preparation and supervision, the Bank's overall performance is rated ***moderately satisfactory***. The Bank effectively led and coordinated the preparatory tasks that led to a comprehensive project design, but it could have shortened the preparation period. After project activities resumed, the Bank team paid particular attention to quality of supervision by resolving issues and making recommendations for improvement. It failed, however, to minimize delays resulting from the slow replacement of departing TTLs and to increase the frequency of dedicated supervision missions in line with operational norms.

5.2 Borrower Performance

(a) Government performance

Rating: Moderately satisfactory

67. The government's performance is rated ***moderately satisfactory***. The government facilitated the project's preparation and design and was committed to achieving the project's objectives. Yet its inability to meet a key effectiveness condition (recruitment of a focal point) delayed startup for nine months. Nor did the government act quickly in providing the approvals needed for CNC to establish and operationalize the CSBVs, which were critical to NRM at the community level. These important committees were created only in the last year of the project. In addition, the death of the President, the military takeover, and lack of socio-political stability significantly affected implementation, as disbursement was suspended for two years. After activities resumed, the government showed a renewed commitment to the project's success. The DND (a department of MATD) was heavily involved in the project and worked collaboratively with the CNC to implement activities. Regional governors, prefects, sub-prefects and mayors of CRs showed a real sense of ownership for the project.

(b) Implementing agency or agencies performance

Rating: Satisfactory

68. The implementing agency's performance is rated ***satisfactory***. During project preparation and appraisal, the CNC worked collaboratively with the Bank to coordinate all stakeholder-related activities. With the experience and lessons gained from PACV1, the CNC maintained good relations with the Bank by working together to address implementation challenges. The CNC maintained high reporting standards and promptly responded to all queries from the Bank. The ICR team's discussion with Bank staff revealed that much of the project's success could be attributed to the diligence of the CNC. Perhaps the most commendable effort was that they continued to work with stakeholders during the difficult period when the project was suspended. The skeleton staff that remained safeguarded the project's assets and constantly kept in touch with the TTL, mainly through video and audio conferences. However, since the implementation of some activities under the capacity building component lagged, performance is rated satisfactory.

(c) Justification of Rating for Overall Borrower Performance

Rating: Moderately satisfactory

69. The borrower's overall performance is rated ***moderately satisfactory***. The government was committed to the project's success, but the socio-political crisis precipitated by the government caused implementation to be delayed for two years.

6. Lessons Learned

70. A number of key lessons emerged from implementing this project:

- ***An institutional framework for decentralization promotes sustainable management of natural resources at the local level.*** Participatory and decentralized community development strategies at the local level are important assets for success in implementing activities to manage shared natural resources such as watersheds. The project introduced the natural resource management concepts that led to the establishment of the CSBVs. The CSBV developed an action plan which spelled out intercommunity activities and capacity building interventions.

- ***The Local Development Plan is the good framework for community planning and land management***. A comprehensive approach to grassroots development that supports the incorporation of environmental issues in the formulation of LDPs made it possible to integrate environmental issues in community development efforts. The financing of NRM and income-generating micro-projects through LDPs in sub-watershed areas encourages the collective analysis and decision making necessary for more sustainable land management.

- ***Strengthening the capacity of local technical support institutions allows them to be more effective in their role of helping communities to implement SLM and NRM activities.*** Intercommunity initiative is an effective tool for environmental management in general and for sub-watersheds in particular. The project's support for bringing neighboring CRs together to share in the management of natural resources was an important effort for ensuring SLM and hence protection of the environment.

- ***Sensitizing and empowering local populations and technical institutions regarding the relocation of agricultural areas*** through the process of developing and implementing a Relocation Action Plan facilitates sustainable management of ecologically sensitive areas. To enhance SLM practices and protect the watersheds, the project encouraged farmers to move their farming activities from eroded hillsides (where rock bunds were established to stabilize the soil) to more productive bottom lands where they could farm collectively. This approach not only helped improved famers incomes but it also protected the watersheds along the river basins.

- ***The establishment and operation of sub-watershed management committees can make grassroots stakeholders responsible for ensuring intercommunity management of shared resources.*** The project created the CSBVs as local institutions in charge of planning and managing SLM activities among neighboring CRs, but these committees were not fully operationalized because they were created only toward the end of project. Future projects should endeavor to establish and operationalize such key institutions at the outset of implementation to ensure that they can play their role of ensuring sustainable NRM at the community level.

- ***Integrating market access and storage facilities would improve the sustainability of project outcomes***. Through the introduction of SLM practices, agricultural production increased, however the project did not factor into the design, linkages to markets and provision of storage facilities to preserve their produce. This limited the groups' ability to store and sell their produce. Future project should integrate such facilities into the design to address these issues.

7. Comments on Issues Raised by Borrower/Implementing Agencies/Partners

71. No specific comments.

Annex 1. Project Costs and Financing

(a) Project Cost by Component (in US$ million equivalent)

Components	Appraisal Estimate (US$ millions)	Actual/Latest Estimate (US$ millions)	Percentage of Appraisal
1. Local Investment Fund	3.40	3.99	117.3
2. Capacity Building for Decentralized Rural Development	2.50	1.65	66.0
3. Project Management, Monitoring, and Evaluation	1.10	1.36	123.6
Baseline Costs	0.00	0.00	0.00
Price Contingencies	0.00	0.00	0.00
Physical Contingencies	0.00	0.00	0.00
Total Project Costs	**7.00**	**7.00**	**100.00**

(b) Co-financing

Source of Funding	Type of Financing	Original Amount (US$ millions)	Actual/Latest Estimate (US$ millions)	Percentage of Appraisal
GEF	Grant	7,000,000.00	7,000,000.00	100.00
Community	Cash/in-kind	-	150,360.00*	-
Total Financing Required		7,000,000.00	7,150,360.00	100.00

Note: GNF 1,088,891,319 equivalent; US$1 = GNF 7,400.

Explanation for over/underspending of components

1. ***Component 1.*** After OP7.30 was lifted, the work program was reformulated with an emphasis placed on increasing the number of micro-projects in order to accelerate progress toward the PDO target of 10,000 hectares under sustainable land management. Grant proceeds were thus reallocated in favor of this component.

2. ***Component 2.*** Two activities initially envisioned under this component[12] - the dissemination of GIS-based planning tools and the dissemination of technical information/tools related to the monitoring of land degradation – were dropped when the work program was reformulated. Given the need to make up for lost time and to maximize impact at the local level, priority was placed on increasing the number of micro-projects, on basic community-level SLM and NRM training, and on operationalizing the CSBV.

3. ***Component 3.*** This component exceeded the appraisal amount in large part due to the two year hiatus and the need to reconstitute the project team and repeat the dissemination of basic project information and SLM training campaigns after re-engagement in Guinea. Also, due to local demand and to have a more robust impact on

[12] These activities were to be contracted out to a technical institute – the National Observatory of the Republic of Guinea (ONRG) – at substantial cost.

the sub-watersheds, the number of beneficiary CRs within the targeted sub-watersheds were increased from 13 to 26. This also increased costs under component 3.

Annex 2. Outputs by Component

Component 1: Local Investment Fund *(planned, US$ 3.40 million; actual US$ 3.99 million)*

1. Through the provision of matching grants, Component 1 financed the implementation of SLM micro-projects/subprojects for: (i) intensive and sustainable development of lowlands (market gardening); (i) deferred grazing of community forest; (ii) promoting new technologies (improved stoves and modern beekeeping); (iii) establishment of community nurseries; (iv) establishment of stone bunds and the displacement of some farms for slope protection; (v) reforestation; and (vi) improvement of lowlands. Achievements under this component were measured by: *Number of micro-projects funded under the local investment fund that are correctly executed by beneficiary*. At the end of the project, 135 micro-projects (78.9% of the target of 169) were correctly implemented. Achievements under this component were also measured by: *Number of different SLM and alternative practices adopted per watershed.* At the end of the project, 6 different SLM practices had been adopted per watershed compared with the target of 10. At baseline none had been adopted. In 2012, a technical reference manual, standardizing the technical specifications/guidelines for each micro-project, was developed. The component's achievement was also measured by: *Number of beneficiary groups who have properly executed their NRM/SLM micro-projects.* At the end of the project, 52 beneficiary groups, representing 173.3% of the target (30 groups) properly executed their NRM/SLM micro-projects.

Component 2: Capacity Building for Decentralized Rural Development *(planned, US$ 2.50 million; actual, US$ 1.65 million)*

2. This component financed activities aimed at strengthening the capacity of local governments and local communities in selected pilot sites in the planning, implementation, and coordination of development activities that include SLM practices. Achievement of this component was measured by: *Number of identified stakeholders trained in SLM approaches per CRD.* At the end of the project, 381 local stakeholders (127% of the target of 300) benefitted from at least one NRM training (at baseline, no stakeholder had been trained in SLM practices). Through the capacity-building interventions, the CRs learned to identify cross-cutting activities at the sub-watershed level and integrate them into their LDPs. This was measured by*: Percent of beneficiary CRDs who have jointly (consensually) identified, integrated into the LDP and financed transversal sub-watershed management activities.* At the end of the project, 35% of CRs identified and integrated cross-cutting sub-watershed activities into their LDPs, against a target of 40%. At baseline, no CRs did so.

Component 3: Project Management, Monitoring, and Evaluation *(planned, US$ 1.10 million; actual, US$ 1.36 million)*

3. This component financed the project implementation unit to implement GEF financing for SLM activities and to monitor and evaluate the project's activities. For the purposes of managing and monitoring project activities, the project established and operationalized a technical national coordination team and four Regional Support Teams (ERAs) supported by an expert in NRM. The ERA is responsible for training local stakeholders and nearby technical support units. Table A2.1 summarizes the project's key outputs. Table A2.2 and Table A2.3 provide the details on micro-projects financed and beneficiaries trained.

Table A2.1: Key outputs of the project

No.	Intervention	Output
Component 1: Local Investment Fund (LIF)		
1.	Annual Investment Programs (AIPs)	-69 AIPs developed and integrated into 169 micro-projects.
2.	Micro-projects	-135 of 169 SLM and income-generating micro-projects implemented.
3.	Beneficiary groups	-105 beneficiary groups created. Total number of group members was 2,625, of which 1,076 were women.
4.	Categories of micro projects	-6 categories of micro-projects implanted through income-generating interventions: intensive and sustainable development of lowlands (market gardening); deferred grazing of community forest; promoting new technologies (improved stoves and modern beekeeping); establishment of community nurseries; establishment of stone bunds and the displacement of some farms for slope protection; and reforestation and enrichment of grazing land.
5.	Total ha under sustainable management	-18,682 ha are under SLM.
6.	Total land area for shared natural resources	-1067,33 ha of shared natural resources through implementation of intercommunity activities by neighboring CRs.
7.	Promotion of technology and innovative activities	-6 of 10 targeted innovative activities adopted per sub-watershed.
Component 2:Capacity Building for Decentralized Rural Development		
10.	Local planning for SLM	26 LDPs updated to include new planning guidelines.
11.	Sub-watershed committees (CSBVs)	-5 sub-watershed committees formed.
12.	*Schéma d'aménagement*	-5 *schéma d'aménagement* developed for the 5 sub-watershed committees.
13.	Capacity of local stakeholders	-Capacity of 7,898 local stakeholders strengthened; 2,685(34%) were women. Thematic areas included (i) participatory mapping; (ii) identification and validation of SLM and watershed management issues; (iii) monitoring of NRM / income-generating micro-projects; (iv) internalization of micro-project benchmarks sheets; (v) community procurement; (vi) environmental and social safeguards policy; (vii) inter-community approach concepts for NRM; (viii) technical negotiations related to SLM; (x) management of conflicts between farmers and breeders; and (xi) CSBVs' roles and responsibility in the management of shared natural resources.
14.	Capacity building of stakeholders in the agricultural sector	-4 agricultural advisor in the CRs trained by IRAG;-8 leaders of peasant farmers trained during a demonstration field work.
15.	Institutional capacity	-Technical and Scientific Committee established; membership consists of representatives of institutions involved in sub-watershed management; 5 CSBVs established.
16.	Environmental education	-Agreement signed between CNC and 3 radio stations for a broadcast on NRM and sub-watershed management.
Component 3. Project Management, Monitoring, and Evaluation		
22.	Fiduciary management	-Efficient, regular production and submission of financial report; 99.9% disburse rate achieved. -10 (100%) of goods planned have been executed.
23.	Monitoring and evaluation	-A system for M&E established in all 26 CRs.

Table A2.2: List of micro-projects/subprojects implemented

Region	Type of Micro-project	No. of Micro-projects	PGCT Funds (in GNF)	Community Contribution (in GNF)
Boké	Modern beekeeping	1	138,854,543	15,428,358
	Stone fences	1	116,377,500	5,818,875
	Creation of community forests	3	187,589,112	4,041,492
	Fencing	8	806,847,240	11,546,800
	Protection of water source	4	274,643,887	7,644,742
	Reforestation	2	68,727,840	-
	Intensive promotion of sustainable low lands	8	920,720,363	49,307,127
	Promotion of improved stoves	2	129,433,250	-
Subtotal		**29**	**2643193735**	**93787394**
Kindia	Modern beekeeping	11	1,704,335,110	34,215,764
	Complex enrichment of pasture and pastoral ponds	1	216,194,595	3,500,000
	Creation of community forests	6	716,772,412	20,386,710
	Warehouse	1	68,153,360	-
	Fencing	5	704,043,364	16,180,011
	Protection of water source	1	135,659,000	-
	Reforestation	5	982,593,420	29,576,265
	Intensive promotion of sustainable low lands	2	263,169,200	2,700,000
	Promotion of improved stoves	9	1,336,522,835	-
Subtotal		**41**	**6127443296**	**106558750**
Labé	Modern Beekeeping	6	701,899,192	45,265,550
	Chain link fence	1	310,234,375	27,900,000
	Creation of community forests	9	1,028,570,833	-
	Fencing	5	416,439,700	6,050,000
	Protection of water source	2	166,639,165	8,026,898
	Reforestation	1	105,970,000	-
	Saponification	1	7,709,970	-
	Intensive promotion of sustainable low lands	28	3,989,882,053	378,828,572
	Promotion of improved stoves	5	557,526,050	6,582,800
Subtotal		**58**	**728,487,1338**	**472,653,820**
Mamou	Modern Beekeeping	4	182,819,146	27,422,871
	Improved sheepfold	3	339,409,142	50,911,371
	Complex enrichment of pasture and pastoral ponds	2	137,194,612	20,579,192

Region	Type of Micro-project	No. of Micro-projects	PGCT Funds (in GNF)	Community Contribution (in GNF)
	Stone fences	2	270,829,424	24,873,167
	Creation of community forests	8	586,189,019	51,713,771
	Fencing	2	53,455,250	8,018,288
	Protection of water source	2	130,144,065	10,591,848
	Chain link fence	1	71,250,000	3,750,000
	Drainage canal	1	28,500,000	1,500,000
	Reforestation	5	1,326,799,855	24,488,521
	Intensive promotion of sustainable low lands	11	2,171,055,637	192,042,326
Total		**41**	**5,297,646,150**	**415,891,355**
Grand Total		**169**	**21,353,154,519**	**1,088,891,319**

Table A2.3: Number of people trained by region

No.	Region	Activity	No. of people trained	Cost (in GNF)
1	Boké	Training in the internalization of PGCT micro-project reference sheets	19	
2		Training beneficiaries in participatory mapping, in identification and validation of SLM and watershed issues.	20	73,252,540
3		Training of sub-watershed management committee.	28	70,001,540
4		Training of LIF beneficiary groups in governance and monitoring of NRM and income-generating activities.	37	55,313,500
5		Training of local actors/stakeholders on the concept and approach of intercommunity natural resources; identification of shared resources; and planning of their intercommunity management, notably the waters of sub-watersheds.	57	36,938 200
6		Training of local actors/stakeholders in negotiation techniques in relation to SLM and prevention of land degradation and management of conflicts between famers and livestock producers.	35	44,247 000
7		Training in environmental and social safeguard policy.	180	
8	Kindia	Training in the internalization of PGCT micro-project reference sheets.	50	44,979,800
9		Training beneficiaries in participatory mapping, in identification and validation of SLM and watershed issues.	45	73,252,540
10		Training of sub-watershed management committee.	60	80,776,810
11		Training of LIF beneficiary groups in governance and monitoring of NRM and income-generating activities.	42	895,205,580
12		Training of local actors/stakeholders on the concept and approach of intercommunity natural resources; identification of shared resources; and planning of their intercommunity management, notably the waters of sub-watersheds.	29	39,958,800
13		Training of local actors/stakeholders in negotiation techniques in relation to SLM and prevention of land degradation and management of conflicts between famers and livestock producers.	38	46,231,650
14		Training in environmental and social safeguard policy.	220	
15	Labé	Training beneficiaries in participatory mapping, in identification and validation of SLM and watershed issues.	74	6,313,460
16		Training of sub-watershed management committee.	80	160,679,810

No.	Region	Activity	No. of people trained	Cost (in GNF)
17		Training of LIF beneficiary groups in governance and monitoring of NRM and income-generating activities.	100	
19		Training in the internalization of PGCT micro-project reference sheets.	75	110,580,300
20		Training in environmental and social safeguard policy.	300	
21		Training of local actors/stakeholders on the concept and approach of intercommunity natural resources; identification of shared resources; and planning of their intercommunity management, notably the waters of sub-watersheds.	80	87,867,800
		Internalization of monitoring and evaluation manual and environmental and social safeguard policy.	96	213,538,020
22		Training of local actors/stakeholders in negotiation techniques in relation to SLM and prevention of land degradation and management of conflicts between famers and livestock producers.	59	77,301,800
23	Mamou	Training beneficiaries in participatory mapping, in identification and validation of SLM and watershed issues	16	35,922,340
24		Training of sub-watershed management committee.	28	49,526,590
25		Training of LIF beneficiary groups in governance and monitoring of NRM and income-generating activities.	36	70,696,100
26		Training in the internalization of PGCT micro-project reference sheets	15	
27		Training in environmental and social safeguard policy.	170	
28		Training of local actors/stakeholders on the concept and approach of intercommunity natural resources; identification of shared resources; and planning of their intercommunity management, notably the waters of sub-watersheds.	23	32,629,200
29		Training of local actors/stakeholders in negotiation techniques in relation to SLM and prevention of land degradation and management of conflicts between famers and livestock producers.	50	33,185,400
TOTAL			**2,062**	**2,027,906,730**

Annex 3. Economic and Financial Analysis

1. At appraisal No cost-benefit analysis was done to estimate the project's economic rate of return (ERR) and net present value (NPV) because of the lack of information on investment preferences of rural communities, as well as the project's demand-driven nature; instead, an incremental cost analysis was conducted to estimate the project's efficiency. For that reason, the ICR team performed an ex-post incremental cost analysis to ascertain the efficiency of GEF financing, along with an analysis of other aspects of implementation that contributed to efficiency.

Incremental Cost Analysis

2. ***Baseline situation.*** PACV2 was assumed to be the baseline project. The GEF co-financed project (PGCT) was assumed to be an alternate project, linked with PACV2. The two projects were deemed complementary. The role of PACV2 was to strengthen the overall environment, while the GEF grant (PGCT) was to improve the long-term benefits of environmentally sound agricultural practices, land use, and NRM practices.

3. ***Alternative scenario.*** The GEF alternative supported micro-project grants through a participatory approach. The GEF matching grants financed incremental SLM activities that were clearly identified in the LDPs and AIPs of the CRs. The beneficiaries' contribution was assumed to be 10% of micro-project costs, either in cash or kind. The analysis included all the three components of the PGCT. The analysis also assumed a coverage of a much wider geographic area with one-third of the total cost of the IDA- and AFD-supported baseline project (PACV2), but it excluded IFAD funding, which had not come on-stream when the project closed. The alternative scenario is equal to the baseline scenario plus the incremental cost.

4. ***Global benefits***. Global benefits from implementing the PGCT include increased knowledge of river systems, particularly the sub-watershed areas, and improved coordination of river basin management and planning. These benefits are reflected in the project activities, by component as follows:.

5. ***Component 1: Local Investment Fund.*** This component mainly financed: (i) implementation of SLM-focused activities; (ii) implementation of demand-driven operational research and development activities related to on-farm and on-site testing and validation of new technologies, as well as activities to improve land productivity; and (iii) support for implementing demonstrations of practices and technologies to reduce land degradation.

6. ***Component 2: Capacity Building for Decentralized Rural Development.*** This component mainly financed: (i) provision of GIS-based planning and investment decision support tools, such as a GIS-based database and sub-watershed master plans; (ii) establishment of a multi-disciplinary technical and scientific task force to review proposed sub-watershed development plans; (iii) dissemination of technical information and transfer of knowledge relating to land degradation and control; (iv) support for participatory rural appraisals to adapt existing LDPs to reflect SLM; (v) training to improve land use planning

skills, and the provision of adaptable database management tools; (vi) training in organizational management and negotiation skills in SLM and prevention and control of land degradation; (vii) implementation of a mechanism for resolving conflicts over natural resource use.

7. ***Component 3: Project Management, Monitoring, and Evaluation.*** This component mainly financed: (i) support to sector ministries involved in project implementation, to support the incremental costs of project implementation and management; (ii) support to use remote sensing and GIS to measure vegetative coverage, the extent to which degraded land and water resources were restored, and sediment loading into rivers; (iii) the establishment of links with a specialized institution to measure evolution of vegetation indices; and (iv) efforts to aggregate and compare data under the GIS baseline database established for each pilot watershed in the participating CRDs.

Results

8. The incremental cost of US$ 8.8 million on a total estimated amount of US$ 38.1 million under the GEF alternative scenario represents 23.1% of the total costs, compared to the appraisal estimate of 28% of US$ 26.2 million. Table A3.1 summarizes results of the incremental cost analysis.

Table A3.1: Summary of results of incremental GEF alternative incremental cost analysis

Component	Cost category	Appraisal cost estimate (US$ millions)	ICR estimate (US$ millions)	Domestic benefits	Global benefit
1. Local Investment Fund (LIF)					
	Baseline	9.0	14.7		The neighboring communities derived significant benefits from shared SLM practices by coming together to implement common activities
	GEF Alternative	12.7	18.7	A sound SLM practices lead to better protection of river banks and water sources, decrease in bushfires, increased in rainfall pattern , improved ecosystem and decrease in logging.	
	Incremental	3.7	4.0		
2. Capacity Building for SLM					
	Baseline	6.8	8.4	The community's capacity to that charge of their own SLM practices significantly improved. improved	
	GEF Alternative	9.4	10.4		
	Incremental	2.6	2.7		
3. Project Management Coordination and M&E					
	Baseline	2.5	6.9		

Component	Cost category	Appraisal cost estimate (US$ millions)	ICR estimate (US$ millions)	Domestic benefits	Global benefit
	GEF Alternative	3.6	9.0	The project management was competent. They effectively managed and evaluated project impacts.	Global benefits was monitored by the M&E systems.
	Incremental	1.1	2.1		
Total Components	Baseline	18.3	30.0		
	GEF Alternative	26.2	38.1		
Total Incremental	**Incremental**	7.4	8.8		
	Of with GEF	7.0	8.0		
	Gov't/Beneficiaries	0.4	0.8		

Operational and Administrative Efficiency

9. Despite the suspension of disbursement during the political transition between elected governments, when PGCT activities resumed, the project's operational efficiency turned out to be much stronger than it had been prior to the crisis. In general, project funds were disbursed efficiently. Of the total grant amount of US$ 7,000,000, 99.9% (US$ 6,997,426) had been disbursed by the end of the project. A closer look at the project's expenditure categories shows that costs were generally reasonably incurred and that the funds were used for their intended purpose. With the exception of training and micro-project grants, all expenditure items were fully disbursed at the end of the project. As shown in Table A3.2, all project funds were accounted for. Only two expenditure categories had undisbursed amounts (US$ 50 in training and US$ 2,523.69 in micro-project grants). At the time of the ICR, the project had refunded these amounts to the Bank.

10. Several major factors contributed to the efficient use of funds. An effective internal control mechanism was established at all levels of project implementation. At the subnational level, financial management teams (*équipes fiduciaires*) rigorously followed and monitored procurement and use of funds at the local level. At the CR level, PACV2 had established procurement and transparency committees, which facilitated the implementation of NRM activities integrated in the AIPs and hence improved disbursement of project funds. Procurement capacity was significantly strengthened in the CRs, which translated into transparent procurement processes, including contract management. Cost estimates and quotations were generally realistic and lower than planned expenditures in the AIPs.

Table A3.2: Summary of expenditure categories analysis

Expenditure Category	Appraisal estimate (US$)	Reallocated amount (US$)	Amount disbursed (US$)	Amount undisbursed (US$)	Amount disbursed as share of appraisal estimate (%)	Amount disbursed as share of reallocated amount (%)	Amount undisbursed as share of appraisal estimate (%)	Amount undisbursed as share of reallocated amount (%)
Goods	500,000	430,000	430,000	0	86.0	100.0	0.0	0.0
Works	50,000	40,000	40,000	0	80.0	100.0	0.0	0.0
Consultants	1,000,000	1,030,000	1,030,000	0	103.0	100.0	0.0	0.0
Training	450,000	820,000	819,950	(50)	182.2	99.9	0.0	0.0

Expenditure Category	Appraisal estimate (US$)	Reallocated amount (US$)	Amount disbursed (US$)	Amount undisbursed (US$)	Amount disbursed as share of appraisal estimate (%)	Amount disbursed as share of reallocated amount (%)	Amount undisbursed as share of appraisal estimate (%)	Amount undisbursed as share of reallocated amount (%)
Micro- projects Grant	3,000,000	3,900,000	3,897,476	(2,523.69)	129.9	99.9	(0.1)	(0.1)
Operating Costs	500,000	780,000	780,000	0	156.0	100.0	0.0	0.0
Unallocated	1,500,000	0	0	0	0	0.0	0.0	
Designated Account	0	0	**0**	0	0	0	0	0
Total	**7,000,000**	**7,000,000**	**6,997,426**	**(2,573.69)**	**99.9**	**99.9**	**0.03**	**0.03**

Source: Author's own calculation with data from CNC.

11. In addition, efficiency was enhanced by introducing the initiatives for collective community management of shared natural resources. These intercommunity activities significantly improved NRM and SLM practices among the beneficiary CRs and across communities. In line with the CCL, national environment policy, and regional conventions to which Guinea is a signatory, the improved SLM practices resulted in significant income gains to the beneficiaries. The intercommunity initiatives enabled more than 90% of communities to identify SLM intercommunity activities and integrate them into their LDPs and AIPs. Intercommunity activities enabled CRs to jointly implement SLM on more than 1,067 hectares of shared natural resources. The main activities that were collectively undertaken were: reforestation of riverbanks and water sources (79.4%); land development (37.4 %); grazing prevention (32.7%); agriculture (9.3%); market gardening (9.3%); wire fencing (8.4%); enrichment of the grazing area (8.4%); delimitation of a semi-pastoralism corridor to facilitate livestock movement and protect the surrounding natural resources (8.4%), mapping (8.4%), zoning (8.4%), stone bunds (5.6%), and improvement of two livestock wells (5.6%). The implementation of these activities enhanced efficiency through sound environmental management resulting from increased awareness of environmental issues and changes in behavior, which led to the protection of riverbanks and water sources, a decrease in bush fires, improved ecosystem functioning, and a significant reduction in logging. The improved SLM practices resulted in significant income gains to the beneficiaries. As elaborated in Section 3.2, beneficiaries' incomes increased significantly as result of practicing SLM activities by engaging in income-generating activities. Average annual income increased from GNF 500, 000 to GNF 1,000,000 for 31.1% of households, and from GNF 1,000,000 to GNF 2,000,000 for 36.9%.

Annex 4. Bank Lending and Implementation Support/Supervision Processes

(a) Task Team members

Names	Title	Unit	Responsibility/ Specialty
Lending			
Dirk N. Prevoo	Senior Operations Officer	AFTS4	Task Team Leader
Abdoulaye Touré	Senior Rural Development Specialist	AFTS4	
Bella L. Diallo	Senior Financial Management Specialist	AFTFM	
Enos Esikuri	Technical Specialist	ENV	
Gabriele Rechbauer	Consultant	AFTS4	
Jaime Webbe	Jr. Professional Associate	AFTS4	
Jane C. Hopkins	Senior Agricultural Economist	AFTS4	
Joseph A. Ellong	Language Program Assistant	AFTS4	
Kadidiatou Bah	Team Assistant	AFMGN	
Mathieu G. Meguhe	Procurement Analyst	AFTPC	
Mohamed Arbi Ben-Achour	Senior Social Scientist	AFTS1	
Racky Dia Camara	Team Assistant	AFMGN	
Renée Desclaux	Finance Officer	LOAG2	
Sameena Dost	Senior Legal Counsel	LEGAF	
Susanne Leloup	Consultant	AFTS4	
Suzanne Piriou-Sall	Senior Rural Development Specialist	AFTS3	
Yves Prévost	Senior Environmental Specialist	AFTS4	
Yves-Coffi Prudencio	Senior Agriculturalist	AFTS2	
Zié Ibrahima Coulibaly	Infrastructure Specialist	AFTU2	
Supervision/ICR			
Dirk N. Prevoo	Senior Operations Officer		Task Team Leader
Taoufiq Bennouna	Senior Natural Resource Mgt. Specialist	GENDR	Task Team Leader
Jane C. Hopkins	Senior Agricultural Economist	GFADR	Task Team Leader
Amadou Alassane	Senior Agricultural Specialist	GFADR	Task Team Leader
Abdoulaye Touré	Lead Agriculture Economist	GFADR	
Maman-Sani Issa	Senior Environmental Specialist	GENDR	
Thierno Hamidou Diallo	Disbursement Assistant	AFMGN	
Enagnon Ernest Eric Adda	Financial Management Specialist	GGODR	
Kolie Ousmane Maurice Megnan	Senior Financial Management Specialist	GGODR	
Celestin Adjalou Niamien	Senior Financial Management Specialist	GGODR	
Marie-Claudine Fundi	Team Assistant	GFADR	
Salimatou Drame-Bah	Team Assistant	AFMGN	
Henri Aka	Senior Procurement Specialist		
Alpha Mamoudou Bah	Senior Procurement Specialist	GGODR	
Anthony Molle	Senior Counsel	LEGSO	
Siobhan McInerney-Lankford	Senior Counsel	LEGAM	
Kofi Amponsah	Consultant, ICR	GFADR	

(b) Staff time and cost

Stage of Project Cycle	Staff Time and Cost (Bank Budget Only)	
	No. of staff weeks	USD Thousands (including travel and consultant costs)
Lending		
FY04	12.43	76.89
FY05	12.75	71.58
FY06	14.87	80.87
Total:	**40.05**	**229.34**
Supervision/ICR		
FY07	8.08	63.00
FY08	10.93	46.10
FY09	4.40	26.82
FY10	0.84	3.41
FY11	1.52	6.82
FY12	3.0	15.78
FY13	13.43	68.49
FY14	9.34	50.91
Total:	**51.49**	**281.34**

Annex 5. Beneficiary Survey Results

1. A key aspect of the project's M&E system was a beneficiary survey that would measure the project's achievements and impact on beneficiaries. Following a review of key project documents and the M&E system and an analysis of the data routinely collected by the project, the end-of-project impact assessment was designed. The survey was designed to effectively involve all stakeholders (project team members, the project's M&E unit, representatives of the technical units, elected officials, and beneficiary group members) participating in the project's implementation. This annex describes the survey methodology, sampling methods, and key results.

Methodology and sampling

2. ***Methodology.*** A *before project* and *after project* methodology was used to identify changes that could be attributed exclusively to the project's interventions.

3. Two main approaches were used for data collection: (i) a quantitative approach based on individual questionnaires and (ii) a qualitative approach based on focus group discussion questionnaires. The data collection tools included: (i) a beneficiary group questionnaire; (ii) a questionnaire administered to 128 household heads who belonged to a beneficiary group; (iii) a questionnaire administered to 128 individual beneficiaries who belonged to a beneficiary group but were not household heads; and (iv) questionnaires for community leaders and local administrations. All questionnaires were developed and validated in collaboration with the officials of PACV2 before being administered in the field. Examples of the questions asked include:

- *Which of the following renewable natural resources are available in your CR?*
- *From the renewable natural resources you have just cited, indicate which ones are shared by your CR with the neighboring CRs.*
- *Since the intervention of PGCT in your CR, has there been a displacement of the population?*
- *Since the intervention of PGCT in your CR, what activities or micro-projects have you led with others?*

4. The Local Development Agents (Agents de Développement Local, ADLs) were recruited for data collection. They were trained for six days, including three days of pilot testing. Quality control was carried out through field supervision. The data were analyzed based on random data analysis procedures for calculating impact indicators, using Cspros, STATA, SPSS, and Access software.

5. ***Sampling.*** A sample of 15 of 25 CRs covered by the project was used for the survey. These CRs were randomly selected from the prefectures where the project was implemented and were representative of all participating CRs.

6. The sampling frame for the beneficiary groups included information on their location (by sub-watershed), types of activities funded, years of experience, and status of the groups (male, female, and mixed). Of the 105 beneficiary groups, 44 participated in the survey for a sampling rate of 42%. The sample of household heads included 175

individuals; 99 were men (56.6%) and 76 women (43.4%). The sample of individual beneficiaries included 176 persons (88 men and 88 women) belonging to beneficiary groups.

Summary of result of the survey

7. ***Increased area under sustainable land management.*** At the end of the project, 18,682 hectares were under SLM. Of that total, 8,715 hectares were brought under SLM through micro-projects funded by PGCT; 9,967 hectares were brought under SLM through the adoption of innovative technologies or activities promoted with the support of the project (consisting of 331 hectares managed by CRs, 2,643 hectares managed by beneficiary groups, 4,215 hectares managed by household heads, and 2,778 hectares managed by individual beneficiaries).

8. ***Increased household incomes.*** Before the project, the main sources of income for nearly all households surveyed (95.2%) were agricultural activities and livestock (74.2%), followed by trading (31.5%). Other sources included beekeeping (17.5%), craft activities (3.8%), and fishing (0.7%). Households also reported that their annual income had increased significantly (93.1%) after the project interventions. Some 31.1% of households in beneficiary groups increased their incomes from GNF 500,000 to GNF 1,000,000, against 8.3% who reported annual incomes of less than GNF 500, 000. About 36.9% raised their incomes from GNF 1,000,000 to GNF 2,000,000. A significant proportion (11.3%) even reported an increase in income from GNF 3,000,000 to GNF 4,000,000. Five in seven households (72.6%) attributed increased revenues to income-generating activities financed by the project and undertaken by the beneficiary groups. This finding is true in all regions where the project operated except for Boké, where 68.2% of group members said that their income had increased because of private activities outside of the group activities.

9. ***Households' other sources of incomes.*** Based on the results of the survey, it appears that the project helped households to identify new sources of income, including (among others) market gardening (67.8%), cultivation of tubers (64.7%), livestock production (57.8%), and rice cultivation (57.3%). Other activities included trading (32.5%), beekeeping, (15.7%), and crafts and artisanal products (2.5%)

10. ***Increased market access.*** Beneficiary groups' access to markets significantly increased. Group members reported accessing 339 markets compared with 188 before the project. On average, a beneficiary group can access 3 markets, compared with 2 before the project. The range of markets where beneficiary groups sell their products has also grown. Sales at local markets increased from 85% to 90%, and sales in markets outside the groups' local area increased from 36% to 88%. Beneficiaries also had larger volumes to sell; 66% of beneficiaries reported that the volume of products they marketed had more than doubled, compared to 20% who said that it had doubled. Increased market access as a result of project interventions led to an increase in profits from marketed products. Overall 93% of beneficiary groups confirmed that their profits rose. Of these, nearly half saw an increase from GNF 1,000,000 to GNF 3,000,000. Nearly 40 percent reported an increase from GNF 3,000,000 million to GNF 6,000,000 million.

11. ***Increased acquisition of assets.*** Beneficiary groups acquired significantly more assets than they had before the project. These assets included small equipment (2,937 units before the project and 4,585 afterward), fishing nets (none to 18), undeveloped arable land (797 to 656), developed land (17 to 444), motorized pumps (3 to 29), drying areas (6 to 23), and motorbikes (6 to 32).

12. ***Improved capacity of groups to operate in a more organized and effective way.*** All groups reported holding regular meetings. The great majority (93%) reported following technical procedures, 87% performed regular maintenance of facilities, 86% obtained support or advice from other local informal groups, 76% attended practical training organized by agricultural extension officers, 64% improved the level of mutual assistance among members of the group, 64% engaged in business planning at meetings; 59% took decisions by consensus; 58% regularly informed members of the group's financial status; 20% regularly monitored implementation of decisions taken at meetings or assemblies.

13. ***Improved intercommunity engagement.*** More than 1,067 hectares of shared natural resources were collectively improved. The main activities that neighboring communities pursued collectively were the reforestation of riverbanks and water sources (79%), land development (37%), grazing prevention (33%), agriculture (9%), market gardening (9%), wire fencing (8%), improved grazing area (8%), delimitation of a corridor for pastoral animal movement (8%), mapping (8%), zoning (8%), stone bunds (6%), and improvement of two water sources (wells) for livestock (6%).

14. ***Improved intercommunity natural resource management initiatives.*** According to the survey, the NRM initiatives that have been collectively undertaken by CRs are meetings with elected officials from a neighboring CR (71.3%), sensitization meetings (67.3%); establishment of management committees (67.3%), exchange visits (62.5%), and the mobilization of financial resources (22.7%). When communities implement collective NRM activities, more than half (51.4%) of the CRs reported holding three or more meetings with authorities of the CRs.

15. ***Improved technology and innovative activities.*** The main technologies and innovative activities implemented by the groups on their own initiative or using their own funds include prevention of grazing (59%), extension of hedges (56%), agroforestry (39%), crop rotations and rotations with fertility-enhancing crops (33%); use of Kenyan bee hives (29%); stone bunds (25%), composting (24%), improved stoves (16%), and improved fallow (6%). The area on which technologies and innovative activities were implemented by the groups on their own initiative is estimated at 2,643 hectares.

16. ***Improved environmental practices (reduction in exploitation of land, reduction in bush burning, reduction in clearing land).*** Before the project, household heads reported exploiting 1,056 hectares every year, an average of 3 hectares per household. After the project, household heads reported that they currently exploited 713 hectares, an average of 2 hectares per household per year. Household heads said that before the project they burned 977 hectares per year, an average of 2 hectares per household, and reported that currently they burned much less: an estimated 300 hectares, for an average of 1 hectare per household per year. They also clear less land than in the past. Before the project, household heads cleared 816 hectares per year, for an average of 2 hectares per household per year;

currently, household heads said that they cleared an estimated 368 hectares, an average of 1 hectare per household per year. Overall, 78% percent of heads of household implemented new SLM activities or activities similar to those financed under PGCT by the groups to which they belong.

Annex 6. Stakeholder Workshop Report and Results

Not applicable

Annex 7. Summary of Borrower's ICR and/or Comments on Draft ICR

Summary of achievements

1. Since the resumption of disbursements in March 2011, the project has shown progress in achieving its objectives. All 26 CRs (100%) benefited from project interventions and have integrated SLM into their local development plans. Infrastructure built from the implementation of alternative activities from the LDPs also had an impact on the well-being of the population. The project intensified agricultural production and stabilized the beneficiary groups in the CRs mainly through development of 69 Annual Investment Programs (AIPs) which were integrated into 169 SLM/NRM and income-generating micro-projects; 135 out of the 169 were properly executed. A total of 105 groups comprising 2,625 people, including 1,706 women, benefited from project interventions.

2. According to the results of the end-of-project survey: (i) 78.6% of beneficiary groups implemented activities similar to those financed by the project or new SLM activities on other land surfaces using certain SLM techniques; (ii) 77.9% of household heads belonging of beneficiary groups implemented new SLM activities or activities similar to those financed by groups to which they belong; and (iii) 70.7% of persons implemented SLM activities or activities similar to those financed by groups to which they belong. Furthermore, the indirect effects on relevant environmental management in cities and communities in sub-watersheds were primarily due to: environmental awareness or behavior change (45%); protection of banks and non-depleted sources (26%), reduction of bushfires or heat mitigation (25.3%), improved rainfall (22%), improving the ecosystem (19.3%) and logging, and carbonization (10%).

3. The survey results further show that the strengthening of capacities of the CRs and the groups has helped establish a solid foundation for responsible management of land in the five sub-watersheds. Regarding NRM initiatives undertaken by the CRs (income-generating activities, SLM), the results of the survey highlighted the following: meeting elected officials of neighboring CRs (71.3%); public sensitization meetings (67.3%); setting up management committees (67.3%); exchange of visits (62.5%), and mobilization of financial resources. Each of the five sub-watersheds has been provided with a development plan *(schéma d'aménagement)* and local management structures to equip the CRs with tools and mechanism for integrated strategic planning and management of their natural resources.

4. In summary, implementation in the field of the activities mentioned previously, coupled with the sensitization and awareness campaigns, allowed the project to achieve PDO indicator 1. More than 18,000 hectares was under sustainable management; all 26 beneficiary CRs integrated SLM activities in their LDPs using the sub-watershed management approach, and a total of 4,591 people received direct support from the project; 44% were women.

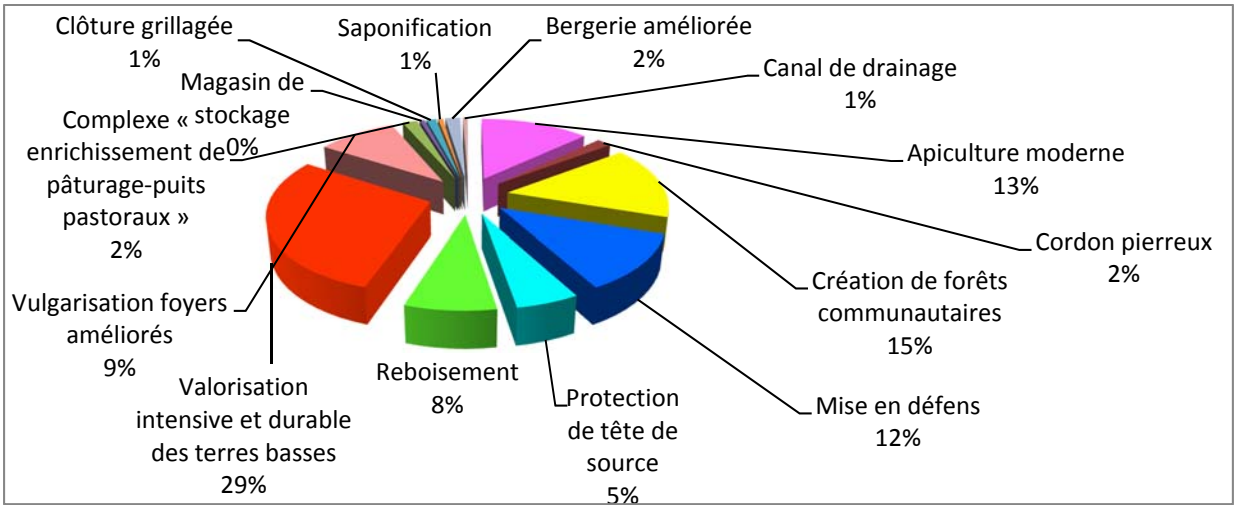
Achievement by Component

Component 1. Local Investment Fund (LIF)

5. This component transferred a maximum of US$ 50,000 per year to finance activities to mitigate causes and negative impacts of land degradation in targeted sub-watersheds. Altogether, 69 AIPs were financed and 169 micro-projects were implemented at a total cost of GNF 21,353,154,519 (US$ 3,040,000). The community contribution was estimated at GNF 1,088,891,319 (US$ 150,920).

6. The micro-projects implemented were divided into six (6) categories: (i) intensive and sustainable development of lowlands (market gardening); (ii) deferred grazing of community forest; (iii) promoting new technologies (improved stoves and modern beekeeping); (iii) establishment of community nurseries; (iv) establishment of stone bunds and the displacement of some farms for slope protection; (v) reforestation; and (vi) improvement of lowlands. The activities are shown in Figure A8.1.

Figure A8.1: Micro-project activities supported through PGCT



Source: CNC.

7. According to the survey, 18,682 hectares were placed under sustainable land management.

8. ***Financing of intercommunity activities.*** The management of shared resources within in an intercommunity framework allows communities to be acquainted with the major orientations of the Government Code, the national environmental policy, and the provisions adopted at the subregional level through watershed management organizations. By leveraging this tool, the project enabled communities to adopt shared natural resource management techniques. Through this approach, 90% of communities have identified intercommunity and SLM activities and integrated them into their LDPs and AIPs. According to the same results, the estimated total area of shared natural resources due to intercommunity activities among neighboring CRs is 1,067.33 hectares, including 45 hectares in Boké, 46.67 hectares in Kindia, 778.66 hectares in Labé, and 197 hectares in Mamou.

9. ***Promotion of technology and innovative activities.*** The development and extension of technical advice in 2012 promoted innovative technologies and activities in SLM in the AIP communities. A total of six (6) technologies and innovative activities have been adopted on average per sub-watershed against a total of 10 targeted technologies.

Component 2: Local Capacity Building Development

10. This component equipped 26 CRs with knowledge, skills, and tools for planning and implementing activities in (i) mitigation of land degradation processes and (ii) sustainable NRM.

11. ***Local planning for sustainable land management.*** To quickly restart activities, LDPs of CR 26 were updated to ensure they were better integrated into cross-cutting aspects of SLM and NRM in the new planning guide. For this reason, the project supported the system for operationalizing capacity building of the Service Technique de Développement (STD). Supported by the Agents de Développement Local (ADLs), the team of SPD/STD was trained in the new Planning Guide tool to update the LDPs, integrate land management in 26 CRs, and assist local communities in preparing AIPs with SLM and NRM elements. The project supported the preparation of *schéma d'aménagement* for five sub-watersheds for medium- and long-term control of the use of natural resources at the community level, and also addressed shortcomings of existing institutions that manage natural resources. The *schéma d'aménagement* became the planning document for the CRs, and are used to analyze environmental issues. All the different *schémas d'aménagement* emphasize implementation of a permanent system for managing natural resources.

12. ***Strengthening competencies of local stakeholders in SLM/NRM.*** The project organized a **series** of training events for local elected officials, technical managers, the devolved and decentralized administrations, civil society, NGOs and prefectural technical services. In total 7,898 beneficiaries, of which 34% (2,685) were women, directly benefitted from the training. Topics treated were (i) participatory mapping; (ii) identification and validation of SLM and watershed management issues; (iii) monitoring of NRM and income-generating micro-projects; (iv) internalization of micro-project benchmark sheets; (v) community procurement; (vi) environmental and social safeguards policy; (vii) the intercommunity approach to NRM; (viii) SLM-related technical training; (ix) management of conflicts between farmers and herders; and (x) roles and responsibilities of CSBVs in the management of shared natural resources. IRAG also trained four agricultural officers and 8 peasant farmers for the demonstration plots.

13. ***Establishment of Technical and Scientific Committee.*** The project supported the establishment of this committee, which consists of representatives of ministries involved in the management of watersheds, research institutions (IRAG and Centre d'Etude et de Recherche en Environnement), a representative of the local authorities, and the executive of the CNC. In addition to its mission of validating the stages and the results produced within the framework of the preparation of development plans as well as identifying the institutional anchor of the sub-watershed, this committee became the center for consultation for different departments directly involved in the management of natural resources.

14. ***Establishment and operationalization of five (05) Sub-watershed Committees (CSBVs).*** The project supported the establishment of 5 CSBVs to ensure participatory management of natural resources in the sub-watersheds. CSBV members received training in their roles and responsibilities, and in intercommunity activities as a toll for shared management of natural resources. An agreement for management of these natural resources was prepared and adopted in meetings involving all stakeholders (CSBV, local elected representatives, and the devolved technical services/units). For the implementation of this agreement, the CSBVs have developed operational action plans, which contain capacity-building activities for the beneficiary CRs through their respective AIPs.

15. ***Environmental education*.** As part of Information, Education, and Communication campaigns, CNC reached and signed an agreements with three community radio stations to disseminate key messages on SLM and the sub-watershed approach in local languages. In addition, the project supported the organization of a study tour to Benin for the members of the CSBVs and environmental education and project specialist in the Ministry in charge of decentralization and local development. It aimed to share experiences in management of degraded lands and watersheds and the implementation ecologically profitable micro–projects.

Component 3: Project management, coordination, and monitoring and evaluation

16. For the purposes of managing and monitoring project activities, the project established and operationalized a technical national coordination team and four Regional Support Teams (ERAs) supported by an expert in NRM. The team is responsible for training local stakeholders and nearby technical support units.

17. ***Fiduciary management.*** The project regularly maintained project accounts and prepared statements from the SUCESS software. The project developed and regularly produced the financial monitoring reports. As at 31 December 2014, the overall disbursement rate was 99.3%. The project's financial statements have been audited and found to be unqualified and financial reports were submitted to IDA before June 30 of each year as stipulated in the Grant Agreement. With regard to procurement, the project prepared a new procurement plan after resumption of activities in 2011. The procurement plan was regularly updated on the basis of the needs from the various project components. The plan was revised two (2) times. The results of the updates are as follows:

18. ***Supplies***. The project completed 10 planned procurements for an estimated amount of US$ 225,300 and actual amount of US$ 181,502.

- *Consultants***:** For 17 procurements planned for an estimated amount of US$ 646,000, 9 were achieved at an actual cost of US$ 141,177, 3 are underway in an amount of US$ 237,298, and 5 are programmed. In this period, the procurement plan (PPM) has been updated during each of the six supervision missions;
- *Monitoring and evaluation*: The project established an M&E system in all 26 beneficiary CRs using data collection and processing tools and trained key stakeholders in the use of the system. The project also developed a GIS with funds for geo-referenced and digital maps. The project also updated the results

framework and developed and updated a tracking tool for annual work plan and budget (PTBA) and PPM.

19. Moreover, CNC coordinated specific studies conducted by individual consultants and firms to support capacity-building activities at the local level. These studies, among others, are: (i) the dynamics of forest fires; (ii) the alternative techniques of sustainable management of soil fertility; (iii) the analysis of conflict between farmers and herders; and (iv) establishment of baselines in four CRs.

Conclusion

20. The PGCT is now one of the best projects implemented in Guinea as part of community land management and sustainable local development. The sub-watershed approach underpinned the provisions of the Community Code, namely intercommunity sustainable management of natural resources. It also strengthened the solidarity between the CRs and empowered communities, groups, local institutions, and core technical services/units. It brought changes to the mode of operations of natural resources and land conservation. Despite these results, the sustainability of outcomes is still not guaranteed. Also, the financial mechanism set up by the state to maintain the technical and logistical capacity and support the nearby technical services/units (SPD/STD) is still insufficient to support the CRs. Accordingly, it would be desirable to continue the project into a second phase to consolidate the achievements and extend the experience and the tools to other communities in Guinea.

Annex 8. List of Supporting Documents

1. Aide-mémoire of supervisions mission from 2007 to 2014.
2. Global Environment Facility Grant Agreement, December 7, 2006.
3. Ministère du Plan, Institut National de la Statistique, Deuxième enquête pour l'évaluation des indicateurs de résultats (PDO et intermédiaires) et des indicateurs SYGRI du PACV2.
4. Ministère de l'Administration du Territoire et de la Décentralisation, Ministère délégué en charge de l'Environnement, Projet de Gestion Communautaire des Terres (PGCT), Résultats de l'Enquête sur les Changements des Conditions Socio-Economiques induits par les Activités de Gestion des Ressources Naturelles (GRN) et Activités Génératrices des Revenus (AGR) auprès des Bénéficiaires, Décembre 2014.
5. Project Appraisal Document, June 2, 2007.
6. Project Restructuring Paper, December 2, 2013.
7. Programme d'appui aux Communautés Villageoises – phase 2, Projet de Gestion Côtière et Marine de la Biodiversité, Projet de Gestion Communautaire des Terres, Manuel d'Exécution Consolidée.
8. République de Guinee, Projet de Gestion Communautaire des Terres (PGCT) Rapport d'achèvement du Gouvernement Guinee, Version Finale, Décembre 2014.

Annex 9. MAP IBRD 33414