



**Strategy and Action Plan for
Capacity Development in support of the implementation
of the Great Green Wall for the Sahara and Sahel
Initiative**

**Draft Document
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for comments**



Acronyms and abbreviations

AfDB	African Development Bank
AMCEN	African Ministerial Conference on the Environment
ANCR	Self-Assessment of National Capacity Building Requirements Project
APEFE	Association for the Promotion of Education and Training Abroad (Belgium)
APGMV	Pan-African Agency of the Great Green Wall
AUC	African Union Commission
CAADP	Comprehensive Africa Agriculture Development Programme
CARI	<i>Centre d'Actions et de Réalisations Internationales</i>
CILSS	Interstate Committee for Drought Control in the Sahel (Ouagadougou)
CNSF	<i>Centre National de Semences Forestières</i> (National Forest Seed Centre) (Ouagadougou)
COMESA	Common Market for Eastern and Southern Africa
ECREEE	ECOWAS Centre for Renewable Energy and Energy Efficiency
ECA	United Nations Economic Commission for Africa
ECOWAS	Economic Community of West African States
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
GGWSSI	Great Green Wall for the Sahara and Sahel Initiative
IAASTD	International Assessment of Agricultural Knowledge, Science and Technology for Development (UNEP)
ICRAF	World Agroforestry Centre
ICT	Information and communication technology
IIEP	International Institute for Educational Planning (UNESCO)
IFAD	International Fund for Agricultural Development
ISDR	International Strategy for Disaster Reduction
LADA	Land Degradation Assessment for Dryland Areas
MDG	Millennium Development Goal
NAP	National action plan
NAPCD	National Action Plan to Combat Desertification
NEPAD	New Partnership for Africa's Development
NAPE	National Action Plan for the Environment
NGO	Non-governmental organization
NPCA	NEPAD's Planning and Coordination Agency
OSS	Sahara and Sahel Observatory
PAFO	Pan African Farmers' Organization
PES	Payments for environmental services
RéSAD	<i>Réseau Sahel Désertification</i> (NGO Burkina Faso, France, Mali, Niger)

SAFGRAD	Semi-Arid Food Grains Research and Development project (AUC)
SAWAP	Sahel and West Africa Programme (GEF/WB)
SLM	Sustainable Land Management
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
WB	World Bank
WOCAT	World Overview of Conservation Approaches and Technologies

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Executive Summary

A number of actions are planned for the implementation of the Great Green Wall for the Sahara and the Sahel Initiative (GGWSSI):

- Defining a harmonized regional strategy;
- Developing and implementing national action plans (NAPs) for partner countries covered by the GGWSSI. Currently, ten countries¹ have validated their plans, four others² are preparing their plan and are about to have it validated; the African Union Commission (AUC) plans to support the other remaining GGWSSI partner countries in order to develop their “Great Green Wall” national action plans;
- formulating a project portfolio in the partner countries including transboundary projects and transnational projects of common interest ;
- Developing a partnership platform for resource mobilization, sharing knowledge and good practices, as well as enhancing the visibility of the Initiative;
- Formulating and applying a capacity development strategy and action plan in support of the implementation of the Great Green Wall (CD/GGW).

Coherence between the actions must be assured while maximizing synergies:

- The capacity development strategy and action plan (CD/GGW) in support to the GGWSSI, is based on the GW NAPs and various studies or programmes carried out at the continental or regional level.
- The CD/GGW is integrated into the partnership platform approach being developed and extends its regional action or precedes it at the local and national levels.

Stakeholders involved in the implementation of the GGWSSI are at 4 levels: local, national, regional and international. All these levels are taken into account in the capacity development while privileging local actors and, to a certain extent, national ones.

Capacity development at the regional level aims to consolidate national or local actions by establishing synergies between actors and between countries, in particular:

- by strengthening at the regional or international levels actions that are similar to those proposed at the national level (mainstreaming);
- by responding to specific national or local needs starting from well-developed good practices in specific countries (benchmarking);
- by promoting the sharing of experiences and the dissemination of best practices between partner countries (capitalization).

These actions will be implemented through information sharing, training, study visits, workshops and demonstration activities, among others.

¹ Burkina Faso, Djibouti, Ethiopia, Eritrea, The Gambia, Mali, Niger, Nigeria, Senegal, Chad.

² Algeria, Egypt, Mauritania and Sudan.

Thus, the 2020 vision for CD/GGW affirms that: good practices will be disseminated and adapted under different conditions and widely used; innovations will be integrated into the sectoral and cross-cutting policies; and efforts and achievements made in the implementation of Great Green Wall for the Sahara and Sahel Initiative (GGWSSI) will be widely known and adopted by the concerned rural communities, as well as by technicians and decision makers.

The CD/GGW vision is embedded within the overall objective of the GGWSSI, as stated in the GGWSSI harmonized strategy is to:

“improve the resilience of the human and natural systems in areas of the Sahel and the Sahara areas to climate change through sound ecosystem management, and sustainable development of land resources (water, soil, vegetation, fauna, flora), protection of tangible and intangible rural heritage, the development of rural production and sustainable development hubs, and the improvement of living conditions and livelihoods of people living in these areas.”

The vision is reflected in three strategic objectives and four operational objectives:

The strategic objectives are:

1. Strengthen technical and scientific competencies of stakeholders involved in the planning, implementation, monitoring and evaluation of the GGWSSI
2. Strengthen multi-sectoral and multi-stakeholder coordination at the local, national and regional levels for an effective implementation of the GGWSSI.
3. Improve the policy, legislative and resource mobilization framework at all levels in support of the GGWSSI

The operational objectives are:

1. Facilitate the formulation, implementation and evaluation of local development plans – as a contribution to GGW national action plans – supporting the improvement of people livelihoods and resilience of human and natural systems in GGWSSI intervention areas
2. Strengthen technical and organizational skills of technical support organisations to local authorities and local communities for an effective implementation of local development plans, and good practices and technologies in the GGW intervention areas
3. Improve knowledge on the social, economic, biophysical and cultural dynamics in drylands
4. Support the GGW coordination structures (including national agencies, the AUC and the Pan-African agencies of the GGW) in their regional and multi-sectoral coordination efforts
5. Support the set-up of an enabling policy and legislative environment
Mobilize financial resources at the national, bilateral and multilateral levels, and ensure that these resources are better targeted and coordinated to increase their impact and effectiveness

INTRODUCTION

The Great Green Wall for the Sahara and Sahel Initiative (GGWSSI) was launched in 2005 as a strong political response to serious challenges posed by desertification, land degradation, the loss of biodiversity, climate change and related extreme events in particular, drought. All of these factors combine their impacts to increase food insecurity and deepen poverty and the challenges of the African continent in achieving the Millennium Development Goals (MDGs).

Originally, for African leaders, it was only a matter of erecting a wall of trees in order to stop the advance of the Sahara desert. Today, it is increasingly accepted that the GGWSSI must be seen as a mosaic of rural development hubs, with the idea that drylands including deserts are not only problems, but offer also opportunities for improving the living and working conditions of the men and women who live there.

Since it aims at a comprehensive and long-term response approach to issues of desertification, and land degradation and drought (DLDD), the GGWSSI offers a unique opportunity to bring significant changes towards the intensification of investments and efforts aimed at promoting food security and combatting poverty through, simultaneously: (i) a strong political commitment by decision makers; and (ii) innovative local interventions that strengthen good practices in local governance, agriculture, livestock farming, forestry, water resources, rural infrastructures, and rural safety nets, among others.

Since 2007, the African Union Commission (AUC) has had the responsibility to coordinate and facilitate the implementation of the Initiative at various levels. It is within this framework that the Commission asked FAO, the European Union, the Global Mechanism of the United Nations Convention to Combat Desertification (GM-UNCCD) and many other partners for support to create an enabling environment for the implementation of the Initiative in 13 pilot countries³. This support includes : (i) the development of a harmonized strategy for the implementation of the Great Green Wall; (ii) the formulation of GGW national action plans and the formulation of transboundary projects; (iii) the design of a capacity development strategy and action plan as well as a communication strategy and action plan; and (iv) the set-up of a partnership platform for resource mobilization and sharing of knowledge and good practices.

Within the framework of this support programme and in order to develop the capacity development strategy and action plan FAO established collaboration with the Belgian Association for the Promotion of Education and Training Abroad (APEFE), which is interested in contributing to capacity building in support of the implementation of the Great Green Wall. Other partners contribute to this component of the GGWSSI, notably: the MDG Centre for Western and Central Africa (already committed to capacity development through its Research and Training initiative in collaboration with the Earth Institute of Columbia University in New York, USA); the Pan-African Agency of the GGW (APGMV); the Executive Secretariat of the Permanent Interstate Committee for Drought Control in the Sahel (CILSS); the Global Mechanism of the United Nations Convention to Combat Desertification (GM-UNCCD), which developed a capacity-building programme on financial resources mobilization and technology transfer for sustainable land management (SLM); FAO's Land Degradation Assessment for Dryland Areas (LADA) Programme; and the World Overview of Conservation Approaches and Technologies (WOCAT), which are considered as reference initiatives for the production of decision-making support tools on SLM.

³ Algeria, Burkina Faso, Chad, Djibouti, Ethiopia, Egypt, the Gambia, Mali, Mauritania, Niger, Nigeria, Senegal and the Sudan .

In addition, FAO and the Global Mechanism have been working in collaboration with the World Bank, the Sahara and Sahel Observatory (OSS), the International Union for Conservation of Nature (UICN) and CILSS to develop synergies as part of the Sahel and West Africa Programme (SAWAP) ⁴ supported by World Bank and the Global Environment Facility (GEF).

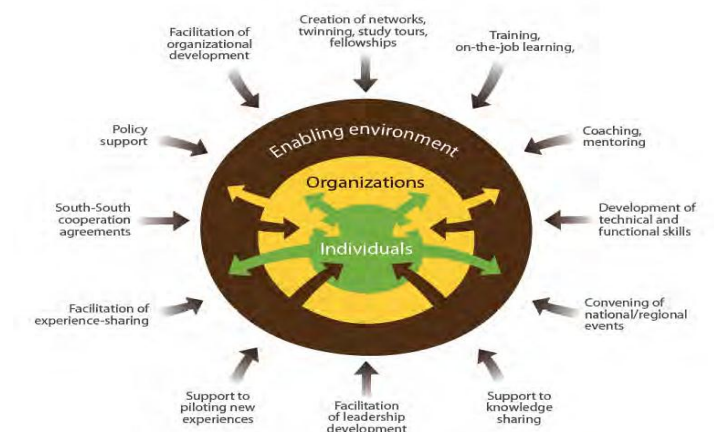
All of these partners are involved in a set of actions currently underway or under preparation:

- the implementation of the harmonized regional strategy for the implementation of the GGWSSI, adopted by the 20th African Union Summit;
- the development and implementation of GGW national action plans (NAPs);
- the formulation and implementation of a project portfolio, including transnational and transboundary projects;
- the development of a partnership platform for resource mobilization and the sharing of knowledge and good practices;
- a capacity development strategy and action plan (the subject of this paper).

⁴ The SAWAP programme covers 12 countries: Benin, Burkina Faso, Chad, Ethiopia, Ghana, Mali, Mauritania, Niger, Nigeria, Senegal, Sudan and Togo.

METHODOLOGY

A widely accepted definition describes **capacity** as “the ability of people, organizations and society as a whole to manage their affairs successfully”. It includes the ability to create, understand, analyse, develop, plan, achieve the set objectives, discuss the results of actions, pursue a vision, and to change and transform oneself.



The definition, as adopted in the FAO's Corporate Strategy for **Capacity Development** (CD), explains CD as “a process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time”. Capacity development concerns, notably, policy and social aspects, in addition to technical aspects, and must take into account the following three dimensions:

- Individual
- Organizational
- Systemic (enabling environment).

A Concept Note developed by FAO in collaboration with APEFE, the MDG Centre for West and Central Africa, and the Global Mechanism of the UNCCD was a point of departure for the formulation of the CD strategy and action plan draft document in support the implementation of the GGWSSI. This concept is based on the following principles:

- **Leadership and ownership by the country** and the focal institution of the GGW Initiative in each country: To achieve this, the countries shall commit themselves to the formulation of the capacity development strategy and action plan at the national, subregional and continental levels. They will similarly define the precise objectives in terms of CD in order to **support the implementation of their national GGW strategy and action plan**.

- **Alignment with country needs and priorities:** The needs and priorities of countries must guide the interventions concerning CD. The needs, gaps and obstacles related to CD must be better defined, and the strengths, existing capacities as well as the vision of the actors at the national level must be discussed and agreed on.
- **Use and capitalization of the national systems and local expertise:** *Capitalizing* on the initiatives and expertise already in place will be essential for respond to needs. It will be necessary not only to ensure that efforts **are not duplicated**, but also to create synergies/strengthen the existing programmes and fill in gaps. **It is not a one-size-fits-all approach.** There is no master plan for the CD. The tailored solutions are essential for responding to needs in a particular development context for the GGW.
- **Different tools and entities** (e.g. universities, formal training, on-line training, exchange visits, rural schools, etc.) **should be used and/or set up** to guarantee efficient capacity development and to achieve the GGW objectives in the long term.
- **An approach on several levels:** CD entails an intrinsic **strengthening** of existing capacities and assets, which takes place in a cross-cutting manner over three overlapping and interdependent levels: **individual, organizational and the enabling environment.** An approach on several levels allows to take into account the relationship/links between these three dimensions and to seek the main cause of a given weakness in capacities detected at a given level on another level.
- **Mutual responsibility:** The donors, the public authorities and the technical partners have an obligation to report on the development results to the beneficiaries. Transparency serves as an essential instrument to assure public responsibility concerning the financial resources, the practices of institutional management, planning and service provision.
- **Monitoring and evaluation (M&E),** as key tools for learning and adapting to a developing situation are also essential for the accountability systems. M&E capacity must be allowed to develop within the national GGW institutions.
- **The harmonization of actions and the partnership:** Many development agencies coming from the United Nations system, from medium-income countries, international funds, the private sector and civil society organizations have increased their level of contributions and brought their enriching CD experiences. It is therefore recommended to achieve a more efficient harmonization and to introduce more inclusive partnerships in order for the objectives and vision of the GGW to be realized and for actions to have a greater impact.
- **An approach targeting key actors towards effective GGW implementation:** These actors include: local communities, in particular, youth and women; civil society; national and local decision makers (municipalities, rural communes); coordination organizations of the GGW implementation; national agencies of the GGW; the Pan-African agency for the GGW; institutions in charge of coordination; opinion leaders; sector and producers' groups; heads of ministries; the deconcentrated state services; the members of Parliament; and the continuing education and degree programme sector (universities and institutes) in managing ecosystems.

Steps of the process

The development of a GGWSSI capacity development strategy and action plan began in August 2012 and is expected in July 2013. The adopted approach consists of the following steps: (i) carrying out a capacity development needs analysis; (ii) formulating a draft version; (iii) sharing this draft with partners and stakeholders for comments; and (iv) organizing a validation workshop on the basis of the strategy and action plan draft.

The CD/GGW strategy and action plan were developed in tandem with the preparation of NAPs (only seven GGW NAPs were ready by August 2012), and ongoing discussions on the partnership platform. It would have been ideal to have been able to rely on all the action plans for assessing the required needs for the action plans implementation and formulating the capacity development strategy and action plan at the regional level. The countries did not have the same capacities to develop and validate the action plans. It was perfectly natural that this process would take time. However, the CD/GGW strategy was able to rely on other available capacity building strategies and/ or needs assessment defined in other plans or processes such as the National Action Plans for the Environment (NAPE), the National Action Plans to Combat Desertification (NAPCD), the National Action Plans on Climate Change, and the National Capacity Self-Assessment Project (ANCR). Moreover the formulation of this draft strategy and action plan is also based on the results and outcomes of capacity development workshops organized in support of the GGW as part of the AUC projects in collaboration with the Food and Agriculture Organization of the United Nations (FAO), the European Union (EU) and the Global Mechanism.

Step 1: Needs analysis

This step included a bibliographical review and an analysis of available materials through:

- the review of reference documents and use of evaluations carried out previously (GGW national action plans, TerrAfrica, ANCR, etc.).
- the review of minutes and reports of activities implemented as part of the African Union Commission (AUC) projects supported by FAO, the EU, and Global Mechanism of the UNCCD (workshops, conferences: Addis Ababa, Ethiopia in September 2011, Ouagadougou, Burkina Faso in December 2011, Banjul, the Gambia and M'Sila, Algeria in April 2012, Konya, Turkey in May 2012, Banjul, the Gambia in July 2012, Ouagadougou, Burkina Faso in August and October 2012, Tunis, Tunisia in November 2012, and Dakar, Senegal in February 2013).

Meetings and analysis of key points by the international consultant with stakeholders in specific countries through:

- the consultant's participation in the Regional Meeting on the Status of Implementation of the GGWSSI, held in Ouagadougou, Burkina Faso, from 27 to 30 August 2012, and a presentation of the methodology;
- missions carried out in six countries for a direct analysis of the situation and expectations or needs – countries were prioritized according to their geographic distribution (south-north, east-west), English-French speaking distribution, the degree of the implementation of the programmes in the fight against desertification, the ease of travel). The six countries initially selected were Algeria, Burkina Faso, Ethiopia, the Gambia, Senegal and Sudan. The mission in Sudan was cancelled at the last minute because conditions for its organisation could not be met by the national party.

Step 2: Development of a draft version of the capacity development strategy and action plan

The drafting of the CD/GGW document was started in February 2013, on the basis of a needs analysis (Step 1), and following the principles presented hereafter (inspired from the

“capacity development strategic framework” of the New Partnership for Africa's Development (NEPAD).

1. Plan at the national level by organizing actions at the local level (think globally, act locally).
2. Rely on what is already in place: the structures, the local communities, the projects underway, but also the national or regional programmes (such as ANCR).
3. Enhance cooperation between countries on the basis of existing networks (Platforms, NGO networks, academic cooperation, etc.).
4. Privilege a “results-driven”:
 - a. Target final beneficiaries (rural communities, farmers, livestock herders, local associations, etc.).
 - b. Maximize the impact on poverty, the restoration and conservation of the natural resources, etc.
5. Seek “lever” or “snowball effects: training of trainers, tools or mechanisms of easy and efficient dissemination (graphics, films, etc.).

Within this paper, the strategy will be presented according to vision, strategic objectives and expected outcomes, operational objectives and expected results, activities, monitoring indicators, sources of verification and assumptions.

Step 3: Sharing the draft capacity development strategy and action plan, and validation by an international workshop

A validation workshop is planned to assess the relevance of the strategy, the internal logic of the action plan, and the feasibility of activities proposed. The stakeholders at this validation workshop will be the partners of the GGWSSI including: GGW country focal points, technical and financial partners, and non-governmental organizations (NGOs).

Analysis

As indicated in the “methodology” section, the analysis is based on bibliographical analysis, notably on the documents prepared under the the AUC projects supported by FAO, the EU, and the Global Mechanism (national GGW action plans, workshops, harmonized strategy, etc.; see point below), but also on the projects completed or being developed, in particular in the fields of sustainable land management (SLM), the fight against desertification, energy, and land tenure, among others:

- the preparation of guidelines for building resilient forest landscapes in drylands (Konya and Dakar Workshops in May 2012 and February 2013, respectively);
- the Capacity-Building Programmes supported by APEFE in Burkina Faso (water and irrigation) and in Mauritania (training programme on combating desertification);
- the outcomes from the first Africa Drylands Week event (Dakar, Senegal in June 2011) organized by FAO, the MDG Centre for Western and Central Africa, AUC, the Ministry of the Environment of Senegal, the European Union, the Wallonie-Bruxelles International (WBI), and the UNCCD institutions (Global Mechanism and the UNCCD Secretariat);
- the partnership between the MDG Centre and CILSS on the Sahel Drylands Initiative to benefit areas of the GGWSSI in the CILSS countries;
- CILSS's work and programmes: capitalization support, *Programme régional de promotion des énergies domestiques et alternatives au Sahel* (PREDAS, Wood-energy, poverty alleviation and environment in the Sahel), SLM;
- Support programme of the Global Mechanism of the UNCCD: resource mobilization strategies for the Great Green Wall (subregional workshops in Banjul and M'sila) and support to the development of a Partnership Platform;
- international programmes: FAO's Land Degradation Assessment for Dryland Areas (FAO-LADA) (manuals, training, software and soil degradation maps), FAO-Governance of Tenure, United Nations Educational, Scientific and Cultural Organization's (UNESCO) International Institute for Educational Planning, United Nations Environment Programme's (UNEP) International Assessment of Agricultural Knowledge, Science and Technology for Development (IAASTD), World Bank/GEF and the TerrAfrica Programme;
- networks' approaches, particularly NGOs and research networks such as: PAFO, World Agroforestry Centre (ICRAF); Réseau Sahel Désertification (RéSaD); Centre d'Actionset de Réalisations Internationales (CARI); Innovations, Environnement et Développement en Afrique (IED) Afrique (Forum d'action pour la gouvernance locale en Afrique francophone, or FAGLAF); and WOCAT, etc.

Current framework for the implementation of the GGWSSI

Different actions are underway for the implementation of the GGWSSI:

- the implementation of the harmonized regional strategy (adopted by the 14th Session of AMCEN in September 2012 and endorsed by the 20th African Union Summit of Heads of State and Government in January 2013);
- the development of NAPs and of a five-year implementation action plan:
 - process completed and national action plans approved in ten countries: Burkina Faso, Chad, Djibouti, Ethiopia, Eritrea, The Gambia, Mali, Niger, Senegal;

- national action plans under development or being validated in four countries: Algeria, Egypt, Mauritania, Sudan;
- five-year Regional Action Plan of the Pan-African Agency of the GGW (APGMV), adopted by the Council of Ministers on November 2011 in Khartoum, Sudan;
- the formulation and implementation of a project portfolio in the countries covered by the Initiative, including transnational projects – some projects are identified and a project is already under implementation with Burkina Faso, Niger and Mali, coordinated by the Royal Botanic Gardens of Kew in collaboration with FAO;
- the development of a partnership platform for resource mobilization and sharing knowledge and good practices as well as enhancing the visibility of the Initiative (a concept note was produced in January 2013);
- the capacity development strategy and action plan.

The harmonized strategy

The successful implementation of the GGWSSI is based on a set of factors, including:

- capitalization and sharing of experiences and lessons learnt from in green belts, green barriers, landscape/ territorial management, etc. (South-South cooperation, transfer of technologies developed by various countries, such as assisted natural regeneration/ farmer managed natural regeneration, production and genetic improvement of plant material, restoration and management of agro-silvo-pastoral systems, sustainable agriculture, water harvesting and management systems, gender issues, forest and agroforestry products diversification and marketing, pastoralism, etc.
- the taking into account of the current situation, developing synergies and an effective coordination of responses. In particular, the programme will need to be integrated in national and regional rural programmes for rural development, the fight against land degradation and desertification, climate change adaptation and mitigation, as well as communal and local development plans, allowing local populations to be responsible for their implementation.
- application of a more integrated and comprehensive approach clarifying and strengthening links between the different environmental aspects and intervention sectors. Such a planning model should take into account the different decision-making and implementation levels from the village level up to the national level, through the intermediary levels. In particular, the upscaling of SLM developed in the context of the TerrAfrica partnership platform for sub-Saharan African countries will be ensured.
- the necessary participation of the local communities in the planning, implementation and post-investment management phases. To ensure that this initiative is manageable, it needs to be assumed by the local communities.
- the necessary ownership of the process and the strengthening of capacities of local communities in operations/ projects management, financial aspects, monitoring-evaluation, selection procedures and control of support structures.
- the partnership is to be considered a bond of trust between various stakeholders involved, which depends on:
 - mutual trust and recognition of the rights of each partner;
 - a defined exit strategy from the start;
 - acceptance by each partner to share the responsibilities in programme implementation according to the principle of subsidiarity;
 - the ability of the leading or managing institution of the partnership to focus on common interests

National action plans

The NAPs informed reflection on capacity development as well as meetings and visits in five countries (Burkina Faso, Senegal, the Gambia, Algeria and Egypt). The principle of capacity development at the regional level must not take the place of national or local actions, but must establish synergies between the actors and countries, notably:

- by strengthening at the regional or international level similar actions proposed at the national level (mainstreaming);
- by responding to specific needs based on well-developed good practices in specific countries (benchmarking);
- by promoting the sharing of lessons learned and the dissemination of best practices between the partner countries (capitalization).

Great Green Wall Platform

Background

The Global Mechanism, with the support of the GGWSSI partners, has worked on the development of a platform for resources mobilization aimed at integrating the GGWSSI into the national development frameworks. The GM also developed an approach for resource mobilization for the harmonized regional strategy of the GGW. Two subregional workshops, held in M'sila, Algeria, and Banjul, The Gambia, were organized in April and May 2012, respectively, with the following aims:

- To have a common understanding of the GGWSSI as a platform for harmonizing and streamlining the different national, subregional and regional initiatives, frameworks and commitments for rural development and the fight against land degradation for an optimal mobilization of resources for the priority regions of the GGWSSI intervention;
- To better master the regional financial instruments, and in particular, the national financial instruments, and to identify innovative resource mobilization mechanisms, notably with respect to climate change issues, microfinance and South-South cooperation.
- To define a collaborative approach and methods of setting up innovative multi-stakeholder partnerships for capacity building and South-South cooperation for the GGW implementation.

At the same time, other needs were identified for a support platform for the implementation and monitoring of the Initiative:

- the provision of scientific and reference data and databases;
- the sharing of good practices and expertise;
- the provision of guidance on technical, financial, marketing and commercial aspects;
- information on meetings: thematic groups and training workshops;
- reports on the implementation of the GGWSSI, as well as on the initiatives and the progress achieved;
- data mapping: climatological, land use, natural risks (such as droughts).

These aspects were developed further during a Regional Workshop held in Tunisia in

November 2012.

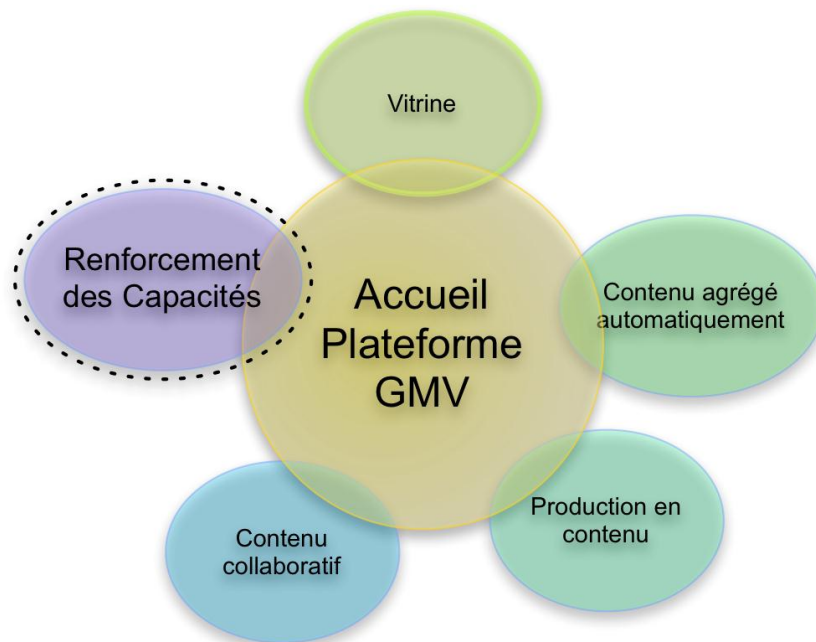
Objectives and vision⁵

The partnership platform mainly aims at capacity development and knowledge management, and would be developed optimally at the subregional and regional levels through:

- the pooling of information among key actors in order to allow them to participate more effectively and more efficiently in the development of sectoral and national policy papers;
- the training of key stakeholders to enable them defining and ensuring appropriate implementation of NAPs;
- institutional capacity development to ensure the sustainability of actions to be developed within the GGWSSI projects;
- the pooling of partners' expertise and knowledge in order to facilitate the identification of problems and the sharing of information and solutions.

Similarly, the GGWSSI platform aims to **stimulate collaboration** on relevant issues related to the implementation of the GGWSSI. Indeed, **it will contribute towards creating a dynamic environment within which problems will be identified and the means to resolve them, validated**. This will allow to focus on collaborative projects, leading to the setting-up of multidisciplinary teams that will join efforts to find solutions to environmental problems and constraints to GGWSSI implementation. It will contribute towards eliminating borders and strengthening communication, collaboration and networking between stakeholders involved in the GGW implementation.

Intégration du RC/GMV dans la Plateforme



⁵ Extract from the paper ,*"Plateforme GMV"*, 2013.

Capacity development

The partnership platform includes a **capacity development component**. The content of this component will be derived from the capacity development strategy currently being developed. For example, it will include:

- on-line training tools, such as e-learning on the integrated financial strategies developed by the Global Mechanism;
- available training modules (which will be enriched and updated regularly);
- live training (teleconferencing).

The management mechanism

In order to ensure good targeting of knowledge management and to align the administrative, management, financial and operational processes, five major functions should be integrated into the platform: (i) knowledge management; (ii) innovation; (iii) management of strategic partnerships; (iv) management of thematic and regional networks; and (v) communications. The integration of these functions will guarantee a greater organizational coherence and will result in a cost reduction, a greater efficiency and better institutional effectiveness.

Issues that emerged from the analysis of the partner countries concerning the platform

Different issues were identified and recommendations provided by the partner countries during the analysis to enable the set-up and smooth operations of the GGWSSI platform, as listed below:

Recommendations at the institutional level:

- **Strengthen partnerships and stakeholders' participation**: involve the different parties in the development and management of the platform.
- Strengthen institutional capacities.
- Allow developing countries to benefit from **technology transfer** to strengthen their capacities.

Scientific, technical and coordination gaps:

- **disparities between countries** and within the national bodies in terms of availability, integration and use of information and data;
- **difficulties of access** and ownership of information and communication technologies (ICTs) in the rural areas;
- **problems of data integration** between countries.

Recommendations at the scientific and technical level

- Set up a **shared strategy for the regular and continuous identification of needs**, and the collection, management, and dissemination of data on the natural resources.
- Use **reliable and comprehensive information** that is **easy-to-interpret and utilize**, and also **flexible to update**; if unavailable, use proxy data.
- Create and provide content of local interest, refined or adapted to local conditions and in the language of the local communities.
- Strengthen capacities through radio programmes, literacy programmes for farmers, as well as ensure upgrading in order to improve their competent use of Internet navigation and mobile telephony systems.
- Combine this platform with other interventions carried out by CILSS and the Global Mechanism (being developed) in order to guarantee its effectiveness and sustainability.

- Opt for a system that is simple, user-friendly, and above all, efficient.
- Develop “partner-oriented” webpages.
- Inform as many actors as possible on the functions that will be available on the platform.

Cross-cutting issues emerging from country analyses

The integrated, global and sustainable environment management approach, which is at the heart of the approach to GGWSSI implementation, goes beyond just simply applying technical tools, in particular those of forest management. It involves fundamental changes in the culture of public and local institutions, and in the attitudes and behaviour of various stakeholders. There are several challenges in realizing these changes, which are mainly found in the participating countries in the GGWSSI Initiative: the challenge of intersectoral coordination; the challenge of communication and access to information; the challenge of depoliticization of decisions; and the challenge of institutional continuity and the commitment of the public authorities.

The challenge of coordination. To achieve an efficient development of the potentials and opportunities of drylands, it has become necessary to challenge the logic of compartmentalization with regard to natural resource use systems as distinct sectoral bodies. Indeed, the close interrelations between the various methods of developing the natural environment should not be neglected; otherwise, there is risk of compromising the resource base and rendering any perspective of sustainable development unpredictable. Also, the objective of sustainable development as conceived by the Brundtland Commission imposes a coordination of strategies and an integrated approach based on levers allowing to overcome the limits of the sectoral strategies and to lift the constraints that undermine efforts in efficiently fighting against environmental degradation.

The development of planning instruments for GGWSSI implementation has definitely allowed to yield sure benefits in terms of a clarification on the issues related to the priorities of the targeted areas, the involvement of stakeholders, as well as improvements in the coherence of policies undertaken in the rural sector. However, beyond these positive aspects, and taking into consideration the low level of national capacity development and the current institutional low capacity of local institutions of the GGWSSI, it can be observed that these planning frameworks were not able to explicitly define their mechanisms of coordination with other sectoral and cross-cutting policies, including those related to desertification, climate change and the loss of biological diversity. Indeed, the synergies between the current GGWSSI planning approaches are generally weak and require national capacity development in many fields in order to create an enabling policy, legislative and institutional environment. This is even more pressing with the decentralization process, which, in many countries, is at a relatively early stage.

The challenge of communication and access to information. Information must not only be available, but also and above all accessible for all of the actors. This assumes that the focal points and the various leading and coordination mechanisms that are set up must widen their scope of action. They must also integrate aspects regarding the capitalization and dissemination of the assets of the different processes underway into the creation of decision-making support tools and their wide dissemination in different decision-making spheres. Within this context, they must be able to provide decision makers with precise and quantified information on the contribution of the various agreements towards improving the living conditions of the populations and the fight against poverty in the targeted areas of the Great Green Wall.

The challenge of the commitment of the public authorities. By signing and ratifying an agreement, all the countries transpose the provisions of this agreement into its positive law. These provisions have the force of law and are binding on all citizens. The implementation instruments of these provisions have regulatory power, and the public authorities, particularly

the executive in its entirety, must therefore support the ensuing processes and provide leadership in the formulation and implementation of these instruments. Without the political and technical support from the government at the highest level, it would be difficult to successfully integrate the requirements of these provisions and instruments into sectoral policies.

The challenge of institutional continuity. It is necessary to maintain institutional memory within a context of institutional instability marked by: (i) frequent changes in the appointment of ministers and their missions (constant changes to the electoral districts); (ii) a high turnover rate of administrative and technical personnel, in particular of managers; and (iii) the regular turnover of political staff in the local authorities. All of these factors can cause losses in the system if efficient institutional information and experience-sharing mechanisms are not set up to avoid discontinuity or a rupture in the process when people leave. To avoid this, it is important to promote the participation of civil society organizations and the population, which serve as means of constant pressure on the process of managing environmental issues.

The de-politicization challenge of decision makers. The effectiveness of citizen participation and commitment depends largely on the openness and willingness of local authorities to take decisions on the basis of needs effectively expressed by the populations and not based on political considerations. The bodies in charge of implementing decisions, in particular, the local authorities that are basically political structures, must truly show willingness to ensure that the decisions they make are not subject to the tensions and divisions within them.

Opportunities and issues identified in the programmes with similar themes

Guidelines for building resilient forest landscapes in drylands

FAO had the mandate to conduct an analysis of afforestation and restoration projects and programmes in the drylands to draw lessons learnt. Such projects, if well-planned and implemented, will have a great impact on the natural capital and thus on the resilience of landscapes, ecosystems and social systems. This analysis would result in the development of guidelines for decision makers, forest managers and technicians of different organizations and technical partners. The guidelines will contribute to the UNCCD ten-year strategy, the the United Nations Convention on Biological Diversity (UNCBD) and to the United Nations Framework Convention on Climate Change (UNFCCC) and to the GGWSSI implementation. The guidelines for resilient forestlandscapes in drylands will be structured according to four strategic components:

- the set-up of an enabling environment, likely to address the fundamental causes of natural resources degradation and desertification of drylands: policies, capacity development and training, and sustainable financing;
- the planning of restoration that includes the formulation of objectives and priorities of restoration, using a landscape approach, supporting the active participation of relevant partners, selecting adapted species and genetic material, and ensuring a high quality control of the reproduction material;
- implementation on the ground, which includes recurring to assisted natural regeneration; agroforestry, conservation and management of water, the biomass and soil fertility (GCES) techniques; nursery and plantation work; and protection and management measures;

- monitoring and evaluation, in particular over the long term, in order to identify long term dynamics and changes.

Sustainable Land Management (SLM) Programme

Among the potential capacity development actions, the SLM/TerrAfrica ⁶ programme recommends the following:

- *training programmes on the three priority issues (conservation agriculture, watershed management, energy poverty);*
- *training in pairs;*
- *development and dissemination of monitoring instruments on SLM and other services generated by the ecosystems;*
- training seminars for decision makers on the links between food security, climate change and SLM;
- targeted outreach activities to raise public awareness of the primary function that SLM must fulfill in addressing the issue of climate change adaptation and the mitigation of its impact.

In its August 2009 conclusions and advice for interventions, the SLM programme identified a series of observations based on comparison between countries.⁷ These observations and recommendations are summarized as follows:

- **There is proven knowledge on technical approaches** to address the problems of land degradation and on the contribution of sustainable and improved land management practices in the main farming systems, applied to each country. Burkina Faso serves as an example of efficient techniques for the improvement of land management, which were developed following agricultural research and successfully implemented. Nevertheless, their future upscaling is limited by institutional weaknesses and a limited effective demand by farmers.
- The regulations, coercion and application measures by external actors had little success as instruments of SLM: currently, the trend is towards **formulas that are more participatory**.
- capacity development in implementing SLM at the local, subregional, regional and national level is a necessary condition for the successful expansion of SLM initiatives;
- the link (albeit improving) between the farmers, the outreach system and agricultural research is needed and must be strengthened in order to refine and disseminate agricultural technologies responding to farmers' needs. The link can be strengthened by formulating policies and strategies that encourage the interaction between farmers, **outreach and service providers, and researchers**;

⁶ Note d'information sur le climat n° 3 Information.

⁷ Gestion durable des terres en Afrique subsaharienne : politiques et financement – Conclusions et conseils pour les interventions. Version 1.0, TerrAfrica-Mécanisme mondial 2009.

- the High **labour-intensive work** can be an obstacle for in the adoption of practices in managing organic fertility;; a **lack of available planting materials of pecies** on the market, a low capacity of the outreach services to advise farmers on SLM and a **lack of well-adapted techniques in the biological management of soil fertility**. To respond to these issues, the following solutions are needed: the promotion of **low-cost transportation means** such as ox carts, and the **increase in the research and outreach capacity** to provide SLM services.
- **The strong potential of payments for environmental services (PES) for buyers and sellers**, both public and private, in sub-Saharan Africa, although this approach had yet to be used significantly. **Some of the constraints that hiner the out take of PES are:** **lack of capacity**, high transaction costs, lack of data on the potential of PES, and finally, obstacles to an efficient joint action by small suppliers of PES.
- **The crucial influence of land policies** and land tenure management approaches (legal and regulatory structures, official and non-official institutions for dispute settlement and other management methods) on the success of SLM. It truly seems that it is incentive measures and resources provided to the poorest and most marginalized farmers that have the greatest impact on the prevention and reduction of land degradation.

Regarding the orientation of policy making in this field, Ethiopia has managed to set up and operate a very **inexpensive participatory system for registering land tenure**. **Land ownership laws** must be strengthened, and the inalienable rights of the holders of the land must be clearly explained to them, even if they do not have land titles. The laws should also confer the responsibility for allocating land and settling land disputes to the traditional institutions. In this regard, **Niger's Rural Code, which clearly states the role of traditional institutions** in land allocation and land disputes settlement, provides a good example for other countries.

African Capacity Building Foundation (ACBF)

The three capacity development dimensions (individual, institutional, enabling environment) were assessed consecutively in 2011 and 2012 in Africa, and the results were presented in two reports of the ACBF.⁸

These results, which concern most of the GGWSSI partner countries (but not North Africa) are confirmed every year and show fairly similar results in the countries, but there are major contrasts between the three dimensions observed.

Table 1 below shows:

- arather high average level with respect to the enabling environment (the median is at a high level);
- a clearly lower organizational level (the median is also at the high level);
- a low to very low level at the individual level, concerning 90 percent of the countries.

⁸ These two reports are : «*Rapport sur les indicateurs de capacités en Afrique 2012 - Renforcement des capacités pour la transformation agricole et la sécurité alimentaire. Fondation pour le renforcement des capacités en Afrique* » and «*Africa Capacity Indicators 2011 – Capacity Development in Fragile States. Fondation pour le renforcement des capacités en Afrique*».

Table A

Capacities Dimensions in 2012 (% of countries by level)

Level	Enabling environment	Organizational	Individual
Very low	0.0	4.8	71.4
Low	0.0	23.8	19.0
Medium	40.5	4.8	9.5
High	57.1	35.7	8.8
Very high	2.4	31.0	0.0
Total	100	100	100

Source: ICA database 2012

Tableau B
ICA 2012. Pourcentage de pays par groupe

Niveau	ICA 2012 (% de pays)	Environnement institutionnel	Processus de mise en œuvre	Résultats de développement au niveau national	Résultats en matière de renforcement des capacités
Très bas	14.3	0.0	0.0	0.0	71.4
Bas	52.4	0.0	0.0	19.0	23.8
Moyen	31.0	2.4	33.3	66.7	4.8
Elevé	2.4	23.8	50.0	11.9	0.0
Très élevé	0.0	73.8	16.7	2.4	0.0
Total	100	100	100	100	100

Source : Base de données ICA 2012

Table B

ICA 2012.

Percentage of countries by group

Level	ICA 2012 (% of countries)	Institutional environment	Implementation process	Results of development at the national level	Results with respect to capacity development
Very low					
Low					
Medium					
High					

Very high					
Total					

Source: ICA database 2012

These measures highlight the need to give priority to capacity development at the individual dimension.

Land governance: the framework and the guidelines on land policies in Africa

In 2006, the AUC, the United Nations Economic Commission for Africa (UNECA) and the African Development Bank (AfDB) started a process of developing a general framework and guidelines on land policies and land reforms in Africa. This aimed at: strengthening and securing land rights, and improving productivity and living conditions of the majority of the population of the continent. This initiative was carried out through vast consultations involving the participation of regional economic communities of all five regions of the continent, civil society organizations, centres of excellence in Africa and elsewhere, practitioners and researchers in the area of developing and implementing land policies, governmental institutions, and development partners of Africa. The final result of the initiative then underwent the formal decision-making processes of the African Union for approval and adoption by the Conference of Heads of State and Government in July 2009.

The General Framework and Guidelines below are structured in seven interdependent chapters. The first chapter defines the Framework and Guidelines, and the process followed in their development. Chapter 2 describes the context that determined the nature and characteristics of land issues in Africa in order to explain why the land sector has not played a principle role in the development process; this role is examined in Chapter 3. Chapter 4 defines the main operational processes that should be followed by the African countries in order to develop global policies allowing the land sector to fully play this role. Chapter 5 analyses the foreseen problems and the necessary conditions to effectively implement such policies. Chapter 6 discusses the measures that should be implemented by the African countries to monitor progress achieved in the development and implementation of these policies. The final chapter concludes by describing how Member States of the African Union could make use of the General Framework and Guidelines.

Despite its adoption in 2009, very few states have begun to implement it, which presents a handicap for the implementation of the GGWSSI, considering the fierce competition between actors (farmers, herders, forest managers, etc..) in the drylands for access to and control of the natural resources.

Regional Centre for Renewable Energy and Energy Efficiency

In later years, in the face of a severe energy crisis, some countries of the Economic Community of West African States (ECOWAS), such as Cape Verde, the Gambia, Ghana, Senegal, Niger, Nigeria and Sierra Leone, began to integrate renewable energy in their national policies. However, these efforts are still insufficient to make a difference, for various reasons:

- Lack of resources and capacities at the systemic, institutional and individual levels;
- Substantial policy gaps and inadequate policy instruments (the issue of independent electricity producers, the application of customs taxes, technical specifications for the production of electricity, models of power purchase agreements, etc.)

- contradictions between the policies of renewable energy and those of other sectors;
- energy policies focused above all on the provision of commercial energy, in particular the power network, based on oil products.
- neglect of rural and remote areas where the decentralized renewable energy systems have greater opportunities;
- little consideration of the sustainable use of biomass.

As a result, in 2003, the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) launched the development and implementation of policies and action plans on renewable energy in 15 ECOWAS countries.

This policy framework could be used to promote the development of renewable energy in the areas targeted by the GGWSSI, where the decentralized mechanisms are not only more efficient, but also crucial for the resilience of the systems to be developed in these areas.

Summary of needs analysis

Strategic aspects

The specific strategic context of the GGWSSI was formalized and contextualized through the adopted GGWSSI harmonized strategy, as well as the guidelines for building resilient forest landscapes in drylands which are under finalization.

National strategies and national action plans were defined for specific countries based on regional or global strategic programmes – United Nations Convention on Biological Diversity (UNCBD), United Nations Convention to Combat Desertification (UNCCD) and UNFCCC; however, these national action plans still need to be developed for the other countries, and then consolidated at the regional level.

There is a lack of relevant indicators for measuring the impact on the resilience of the fragile areas. Consequently, the priorities are generally focused on short-term needs, which do not necessarily correspond to a long-term improvement.

Organizational aspects

The coordination of GGWSSI is clearly assumed by the AUC, but the role and contributions of the Pan-African Agency of the Great Green Wall (APGMV) are still not operationally integrated.

The structures in charge of the national coordination of GGWSSI are highly sectoral and often lack direct intermediaries or cross-cutting approaches on the field. Nevertheless, the local (or communal) development plans are valuable cross-cutting tools and should therefore be developed and generalized for the implementation of the GGW at the local level.

Currently, the impact – and at times efficiency – of the training in the state services are poorly or little assessed.

Due to a lack of resources, research is still poorly mobilized to explain the causes and analyse the solutions to address degradation of the natural resources.

The networking of the NGOs and local associations, already well-engaged, is a powerful tool that should be promoted in the support, transfer of competences, capitalization of good practices, and the identification of obstacles at the local level.

Ecological and environmental context

Climate change and global warming are confirmed. Climate change remains uncertain for the region, but climate instability is increasing.

The groundwater situation is degraded in many areas, both at the quantitative and qualitative levels (accumulation of nitrates and pesticides, salinization or alkalization).

The control of bushfires or forest fires is still problematic in many countries, while the issues linked to mining are more marginal or at least more localized.

Technical context

Techniques for soil restoration, rangeland management, water conservation and soil fertility, the fight against silting, and the rational use of groundwater and the natural resources although exist, are still little known, and above all, badly mastered on the field. Also, the lack of quality reproductive plant and animal material is often pointed to as a constraint.

The mechanization (i.e. the Vallerani system) of soil restoration works, being little developed, is a obstacle to obtaining massive impact.

ICTs are being developed in the urban areas in Africa, but still little used or not at all in the rural areas.

Renewable energy is rarely used in the energetic mix in Africa despite the favourable conditions (sun and wind). This situation calls for technology transfer.

Social and demographic context

A weak impact of the regulations and coercion on good management of the natural resources has been observed. Mechanisms must be developed to strengthen participation and local governance.

Economic climate

The higher prices of energy weigh on travel and intensive agricultural systems (inputs).

At the international level, the international economic climate is poor, except for the emerging countries and China: the debt crisis, deflation or almost no-growth in Europe, the budgetary crisis in the United States of America, etc. This situation reduces the usual financial channels (public and those from the Diaspora).

At the regional level in Africa, a stronger resilience in parallel with a recent economic development has mitigated the impacts of the financial crisis, which then become a world economic crisis. However, the demographic development reduces the benefits of this development, mainly in the rural areas where inequalities are deepened, above all for women and youth, with recurring problems of malnutrition in the most vulnerable areas and the lack of investment capacities. Microcredit or warrantage techniques compensate for this situation in some locations and deserve to be capitalized on.

Private entrepreneurs are relatively absent for developing solutions, especially to improve local production (processing, transportation, marketing).

In general, the opportunity of PES is not well developed in the region due to a lack of capacity, high transaction costs or simply, a lack of data on their potential.

Political context

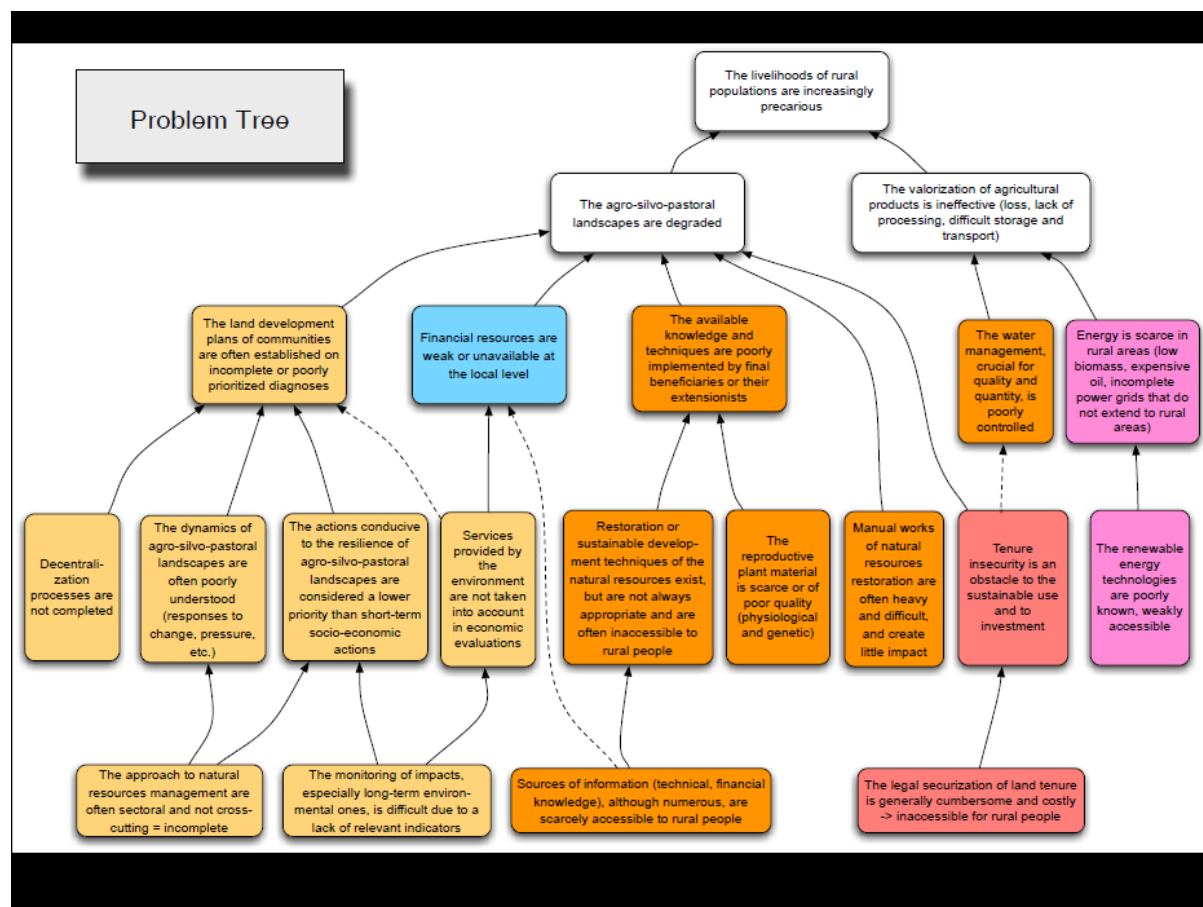
The political insecurity in Mali and other neighbouring countries, community conflicts, notably in Niger and Nigeria, and violent disputes in some states are all symptoms of social malaise and of an economic precariousness that exacerbates the degradation of living conditions in the most vulnerable areas.

Legal and institutional context

Land tenure remains an important shortcoming due to its cost and administrative red tape. Lessons learned should be drawn from this issue. Decentralization towards the communes or rural communities is recent and most often incomplete: i.e. all issues, and distinctively, the environmental sector are not decentralized; the communities are not accountable; and the human, financial and material resources are not transferred with the competences.

Problem tree

A problem tree was outlined targeting the aspects of capacity development on the basis of observations collected during the field missions (Algeria, Burkina Faso, Egypt, The Gambia and Senegal) through consultation with various stakeholders and based on the review of the national action plans and workshops reports.



The categories of the GGWSSI Stakeholders and capacity development needs

The stakeholders involved in the implementation of the GGWSSI generally belong to five major categories, which are represented in the table below.

Type of actors	Actors	Roles	Capacity development needs
Final beneficiaries	<ul style="list-style-type: none"> - farmers, livestock farmers, forest users and their families, entrepreneurs and traders - Common interest associations (grassroots communities, professional associations) 	<p>Implementation of GGWSSI actions:</p> <ul style="list-style-type: none"> - Identify the issues. - Capitalize on local know-how. - Provide resources (above all, material and human). - Contribute to actions, etc. 	<p>Individual Skills:</p> <p>Planning, implementation, and monitoring of local development plans (LDPs)</p> <p>Sustainable land management (SLM) techniques</p> <p>Organizational:</p> <p>Networking</p> <p>Enabling environment:</p> <p>Guidelines for local development plans (LDPs)</p> <p>Financial resources and land ownership</p>
<u>Local actors</u>	<p>Local support structures:</p> <ul style="list-style-type: none"> - Deconcentrated state services - Agencies, services, local development associations - NGOs - Local authorities 	<ul style="list-style-type: none"> - Direct technical and financial support to local beneficiaries; - Analysis and identification of local issues; - Coordination of monitoring and evaluation of the GGWSSI at the local level 	<p>Skills:</p> <p>Integration of GGWSSI in the LDPs (mainstreaming) SLM techniques</p> <ul style="list-style-type: none"> - Technical training (SLM, selection, agro-silo-pastoral sectors) - Information and communication technologies (ICTs) (PC, Internet, Web2.0, SIG) <p>Organizational :</p> <p>Networking (NGOs, associations)</p> <p>Enabling environment:</p> <p>Effective transfer of competences, responsibilities and resources within the framework of decentralization</p>

Type of actors	Actors	Roles	Capacity development needs
National actors	<ul style="list-style-type: none"> - State services (i.e agriculture, livestock farming, the environment, water and forests, planning, finance, statistics, land management, etc.); - National focal points of the Great Green Wall (GGW), of the United Nations Convention to Combat Desertification (UNCCD), United Nations Framework Convention on Climate Change (UNFCCC), United Nations Convention on Biological Diversity (UNCBD), Global Environment Facility (GEF), etc.) and specific GGWSSI structures; - Research and training institutes; - Political authority (deputies, elected commissions, etc.); - Coordination bodies on environmental and rural development issues; - National NGO Platforms 	<p>Support and assess:</p> <ul style="list-style-type: none"> - Perform monitoring and evaluation. - Facilitate the acquisition of resources and capacities. - Networking of the actors and beneficiaries (information, good practices, benchmarking). <hr/> <ul style="list-style-type: none"> - Coordinate actions at the national level (research, political intermediaries). - Set up an enabling environment, including a legal environment (land tenure). 	<p>Skills: Monitoring and evaluation Training of trainers Processing/analysis (SIG, database) Working in networks, coordination (research, data processing)</p> <p>Organization: Coordination structure, steering committee Coordination and communication tools</p> <p>Enabling environment: Guidelines for national plans Guidelines to secure land tenure Collaboration with the Ministry of Finance Setting up of data and information networking</p>
Regional actors	<p>African Union Commission (AUC), NEPAD's Planning and Coordination Agency (NPCA) (Secretariat of NEPAD), Pan-African Agency of the Great Green Wall (APGMV), Regional Economic Communities – Economic Community of West African States (ECOWAS), Arab Maghreb Union (UMA), Intergovernmental Authority for Development (IGAD), Common Market for Eastern and Southern Africa (COMESA), Economic Community of Central African States (ECCAS) and technical cooperation organizations such as the Interstate Committee for Drought Control in the Sahel (CILSS), Sahara and Sahel Observatory (OSS), MDG Coordination and Implementation Project West and Central Africa, etc.)</p>	<p>Develop synergies:</p> <ul style="list-style-type: none"> - Set up networks of the national partners. - Coordinate actions at the regional level. <hr/> <ul style="list-style-type: none"> - Technical and financial support - Lobby for GGWSSI 	<p>Skills: Networking (research, data processing) Information and communication technologies (ICT) (website) Network coordination</p> <p>Organization: Regional coordination structure, regional steering committee, Partnership and consolidation tools</p> <p>Enabling environment: Partnership agreements between actors Access to innovative funding (PES)</p>

Type of actors	Actors	Roles	Capacity development needs
	<p>Regional beneficiary associations</p> <p>Pan African Farmers' Organization (PAFO)</p> <p>Network for Natural Gums and Resins in Africa (NGARA)/ Network of Forest Livelihoods in Africa (NEFOLA)</p>		
International actors	<ul style="list-style-type: none"> - International NGOs and international networks of national NGO platforms - International organizations such as United Nations Convention to Combat Desertification (UNCCD) institutions, Food and Agriculture Organization of the United Nations (FAO), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), UNFCCC, UNCBD, International Strategy for Disaster Reduction (ISDR) - International technical organizations and programmes such as World Overview of Conservation Approaches and Technologies (WOCAT) and the World Agroforestry Center (ICRAF) - International scientific organizations concerned or interested: the European University Association (EUA) - International development actors: cooperation agencies, local authorities of third party countries (e.a. Europe) - Financial institutions and organizations such as GEF, the EU, World Bank, African Development Bank (AfDB), Arab Bank for Economic Development in Africa (ABEDA), 	<ul style="list-style-type: none"> • Identify and facilitate access to resources at the international level for the financial and technical aspects. • Support GGWSSI-friendly policies. 	<p>Enabling environment:</p> <p>Networking (research, technology transfer)</p> <p>Mechanisms of sharing information and knowledge</p>

Type of actors	Actors	Roles	Capacity development needs
	Islamic Development Bank (IDB), International Fund for Agricultural Development (IFAD)		

These five levels of intervention will be taken into account in the Capacity Development, but the local level will be favoured, as well as the national level to some degree.

Vision and strategic objectives

Global vision and Objective of the Capacity development strategy and action plan in support of the GGWSSI (CD/GGW)

The GGWSSI mandate is the following:

To take effective and urgent action in Africa drylands to stop/ reverse land degradation, loss of biodiversity and ensure that, by 2025 , ecosystems are resilient to climate change and continue to provide essential services and contribute to human well-being and poverty reduction. In order to ensure this, pressures on natural resources and on tangible and intangible heritage will be reduced, ecosystems will be restored, biological resources will be used sustainably and the benefits arising from the utilization of genetic resources will be fairly and equitably shared. Sufficient financial resources will be provided, capacity developed and decision-making processes on the development of Africa drylands will be based on a solid scientific basis.⁹

The Great Green Wall of the Sahara and Sahel Initiative (GGWSSI) Vision

A multi-scale approach will be privileged for Capacity Development in support to the GGWSSI.

⁹ Harmonized regional strategy for implementation of the "Great Green Wall Initiative of the Sahara and the Sahel. Available at : http://www.fao.org/fileadmin/templates/europeanunion/pdf/harmonized_strategy_GGWSSI-EN_.pdf

- The regional approach based on enhancing exchanges and solidarity among countries: regional capitalization of good practices and lessons learned with the aim of increasing knowledge, competences and know-how, as well as the organizations needed for achieving the GGWSSI mission. To this end, the mechanisms proposed will respond to the issues updated by the analysis notably from GGW national action plans. The issues would then evolve according to the evaluation of the national programmes: transboundary projects, harmonization of legislation on the issues affecting the GGWSSI, etc. The regional approach to capacity development relies as much as possible on the experiences or available resources in the participating countries and the associated bodies. It also takes into consideration the resources that will be developed through the GGW partnership platform.
- The national approach: Its aim at strengthening national coordination structures, facilitating their role in multisectoral collaboration and mobilizing of resources of the various sectors. It will build advocacy and coordinate support of actors and financial and technical partners in the implementation of the GGWSSI.
- The local approach: it aims at strengthening the capacities of the local authorities in the targeted areas in order to facilitate the implementation of the GGWSSI with the development actors and the local communities, and promote the dynamics of coordination and synergy between the communes of each country and at the transboundary level.

Thus, by 2020, good practices will be widely disseminated, adapted, and applied under different conditions; innovations will be integrated into the sectoral and cross-cutting policies; and efforts and achievements made in the implementation of GGWSSI will be widely known and adopted by the relevant rural communities, as well as technicians and decision makers.

The overall objective of the CD/GGW corresponds to that of the GGWSSI:

improve the resilience of human and natural systems in Sahel and Saharan areas faced with climate change through a sound ecosystem management and sustainable development of natural resources (water, soil, vegetation, fauna, flora), protection of tangible and intangible rural heritage, the development of rural production and sustainable development hubs, improvement of living conditions and livelihoods of people living in these areas.

Strategic objectives

The CD/GGW programme must first respond to all of the constraints and needs identified in the analysis.

The evaluation of the programmes as they are being implemented will allow to identify the issues and measures to be strengthened. This adaptation will be based on monitoring tables of the national programmes, the evaluation and use of the GGWSSI Platform, and the measure of indicators specific to the CD/GGW component.

Strategic objective 1 (individual dimension , competencies/ skills)

Strengthen technical and scientific competencies of stakeholders involved in the planning, implementation, monitoring and evaluation of the GGWSSI.

Expected outcome 1.1 By 2020, the techniques and know-how, as well as innovative processes and proven techniques are generally adapted and applied by the stakeholders , particularly on the ground, who are implementing the GGWSSI.

Expected outcome 1.2. New knowledge and skills show a visible impact in the GGWSSI area in environmental and socio-economic terms.

Strategic Objective 2 (organizational level)

Strengthen multi-sectoral and multi-stakeholder coordination at the local, national and regional levels for an effective implementation of the GGWSSI.

Expected outcome 2.1 By 2020, the targeted populations have implemented GGW national action plans (NAPs) through their local development plans thanks to adequate support in management, technical, administrative and financial aspects, and adapted to their socio-economic and environment conditions.

Expected outcome 2.2 The institutional structures and the local administrations involved in the implementation of the GGWSSI have developed multi-sectoral approaches and work in a cross-cutting manner.

Expected outcome 2.3 The local development plans are financed by sustainable resources.

Strategic objective 3 (enabling environment dimension)

Improve the policy, legislative and resource mobilization framework at all levels in support of the GGWSSI

Expected outcome 3.1 The sectoral and cross-cutting policies and the legislative framework are adapted in order to strengthen the resilience of the populations and the ecosystems of the GGWSSI intervention area.

Expected outcome 3.2 National and international cooperation financial resources are mobilized for the implementation of the GGW NAPs.

Operational objectives, expected results and activities

Strategic Objective 1 (individual dimension, skills):

Strengthen technical and scientific competencies of stakeholders involved in the planning, implementation, monitoring and evaluation of the GGWSSI.

OO1. Facilitate the formulation, implementation and evaluation of local development plans – as a contribution to GGW national action plans – supporting the improvement of people livelihoods and resilience of human and natural systems in GGWSSI intervention areas.

R.1.1 The local authorities have the skills and the operational tools to develop, monitor, finance and evaluate their local development plans

- A.1.1.1. Develop methodological tools for the drafting, implementation and evaluation of local development plans.
- A.1.1.2. Organize actions to disseminate and extend methodological tools for the development, implementation and evaluation of local development plans through training sessions, exchange visits and benchmarking/twinning for the staff of the local authorities.
- A.1.1.3. Organize training sessions on resource mobilization for the local authorities.

R.1.2. The local authorities of the GGW countries are connected and their cooperation is strengthened, especially in the transboundary areas.

- A.1.2.1. Support the set-up and coordination of a local authorities' network promoted by mayors of the rural and urban communities in the GGW intervention areas
- A.1.2.2. Organize an annual forum for the local authorities and develop communication tools adapted to disseminate information and share knowledge and experiences among them.
- A.1.2.3. Support the development and implementation of transboundary projects in order to address common problems.
- A.1.2.4. Set up, within the GGW partnership platform, a common monitoring and evaluation system for the local authorities in order to share information on the implementation and impacts of the action plans.

OO2. Strengthen technical and organizational skills of technical support organisations to local authorities and local communities for an effective implementation of local development plans, and good practices and technologies in the GGW intervention areas.

R.2.1. SLM good practices and technologies are adapted and used by the local communities and the stakeholders at the local level (including the groups of producers/users of the natural resources, women, youth and civil society organizations) in the implementation of the local development plans/national action plans of the GGW.

- A.2.1.1. Compile good practices and useful technologies, and integrate them into the GGW partnership platform.
- A.2.1.2. Disseminate and extend good practices among the local communities through the organization of exchange visits, training sessions, pedagogical and extension tools adapted to the local communities.
- A.2.1.3. Support the set-up of a community support network coordinated by NGOs and local associations for the dissemination of good practices and the monitoring of field activities.

R..2.2 The support structures for the final beneficiaries have the skills and resources needed for sustainable management, restoration and development of agro-silvo-pastoral landscapes in the GGW intervention areas.

- A.2.2.1. Support the creation and/ or development of capacity development centres/tools in good practices and technologies on the sustainable management of agro-silvo-

pastoral systems and the restoration of degraded lands. This measure is aimed at benefitting local communities – i.e. the project underway in the centre on the Vallerani system in Gorom Gorom (Reach Italia/Deserto verde), APEFE training programme on the fight against desertification, the stabilization of sand dunes in Mauritania, model nurseries, FAO farmer field schools, etc.

- A.2.2.2. Develop and support tree seed centers and networks for the supply of plant reproductive material (including forest, shrub, herbaceous, forage species seeds and agricultural seeds) needed for sustainable management activities of the agro-silvo-pastoral systems and the restoration of degraded lands for the benefit of local producers/communities.
- A.2.2.3. Develop practical manuals on the restoration of degraded lands and train community leaders/trainers to promote their implementation on the field.
- A.2.2.4. Support the producers' networks for the set-up of "solidarity market value chains for umbrella products/ sectors of the GGW (livestock farmers, managers of wood and non-wood forest products, agricultural products, etc.) for the production, processing and marketing of local products.

003. Improve knowledge on the social, economic, biophysical and cultural dynamics in drylands.

R. 3.1: Biophysical and socio-economic factors and their interactions in the affected areas are better known, thus improving decision-making process.

- A.3.1.1. Support the set-up of a monitoring and evaluation system of the GGW Initiative at the regional and national levels.
- A.3.1.2. Set up and provide training of national teams at the central and local levels (multi-disciplinary and multi-sectoral) for the competent use of LADA/WOCAT tools.
- A.3.1.3. Support the setting up of effective mechanisms for collecting and integrating multidisciplinary data at the central and local levels, including the assessment and capitalization of best practices on sustainable land management.
- A.3.1.4. Support data and information analysis in order to strengthen the capacity of decision-making at the central and local levels.

R.3.2: A functional mechanism for the dissemination and sharing of knowledge is set up.

- A.3.2.1. Support the creation/set-up of a Web portal for decision-making support at the regional level (GGW partnership platform).
- A.3.2.2. Support the management and maintenance of the partnership platform (identification and dissemination of good practices).
- A.3.2.3. Sustain the development of a support network for assessing the effectiveness and impacts of implemented practices and experiences (including traditional ones) in order to validate and/or adapt them and strengthen their implementation in different

situations, by relying on the tools such as WOCAT and FAO's tools for the capitalization /monitoring of restoration.

O 3.3: The competent networks and scientific and technological institutions in the areas of desertification, land degradation, and drought contribute to the implementation of the GGWSSI.

A.3.3.1 Develop transnational and cross-cutting research support networks (South-South and North-South Cooperation) for issues and research projects linked to the GGWSSI.

A.3.3.2. Set up a pool of scientific experts to meet the demand of regional, national and local structures with respect to scientific issues linked to the implementation of their action plans and to regularly assess the information posted on the portal.

Strategic objective 2 (organizational level):

Strengthen multi-sectoral and multi-stakeholder coordination at the local, national and regional levels for an effective GGWSSI implementation.

OO4. Support the GGW coordination structures (including national agencies, the AUC and the Pan-African agency of the GGW) in their regional and multi-sectoral coordination efforts.

R.4.1 At the national level, the GGW coordination structure has adequate, equipped and trained staff for coordinating efforts in the in the GGWSSI.

A.4.1.1. Support the set-up and/or operations of the steering committee of GGWSSI/ sustainable land management platforms to serve as a forum for collaboration, reporting, and GGWSSI monitoring at the national level (including representatives from different sectors, civil society and technical and financial partners).

A.4.1.2. Develop a joint reporting plan for the implementation of the GGWSSI national action plan at the national level

A.4.1.3. Set up a communications and communication tools system to enhance the visibility of the Initiative at the national and local levels, and involve the various sectors/partners in the GGW implementation.

R.4.2. At the regional level, a hub on the GGWSSI is set up and operational at the African Union Commission in coordination with the Pan-African Agency of the GGW and the national coordination GGWSSI structures.

A.4.2.1. Support the set-up and the equipment of the hub's coordination team at the AUC, for the regional coordination of the national GGWSSI structures as well as technical and financial partners.

- A.4.2.2. Support the set-up and operations of a regional steering committee for the coordination of the Initiative at the regional level, and the preparation of reports to submit to the Summit of the African Union (Malabo Decision)
- A.4.2.3. Strengthen the participation of Regional Economic Communities in the Initiative activities and support better and effective coordination between the African Union Commission and the Pan-African Agency of the GGW.

**Strategic Objective 3 (enabling environment dimension)
the framework for policy, legislation and resources
levels in support of the GGWSSI.**

**Improve
mobilization at all**

OO5. Support the set-up of an enabling policy and legislative environment.

R.5.1. All participating countries in the GGWSSI have developed and adopted – as a general policy instrument – and have begun to implement an efficient, participatory and updated GGWSSI strategy and national action plan, responding to national priorities related to SLM and biodiversity conservation.

- A.5.1.1: Support the set-up of guidelines for the development of GGW action plans aligned with strategies for Africa of the UNCCD, UNFCCC and UNCBD.
- A.5.1.2: Support the development of a five-year action plan at the regional level based on the national action plans developed in a participatory manner.
- A.5.1.3: Support the GGWSSI participating countries in the implementation of guidelines for restoring the resilience of forest landscapes in drylands.

R.5.2. An enabling legislative environment for the implementation of the GGWSSI is set up.

- A.5.2.1: In the areas covered by the Initiative, participating countries in the GGWSSI are setting up management systems of land tenure that are transparent and effective and that improve a secured and equitable access by all categories of actors (farmers, herders, forest users, youth, women, etc.).
- A.5.2.2: Assist countries for the application of the land tenure policies framework and guidelines in Africa in the GGWSSI areas

OO6. Mobilize financial resources at the national, bilateral and multilateral levels, and ensure that these resources are better targeted and coordinated to increase their impact and effectiveness.

R.6.1 The countries are setting up integrated investment frameworks aimed at mobilizing intersectoral, bilateral and multilateral national resources in order to increase the effectiveness and impact of interventions.

- A.6.1.1: Strengthen the capacities of the Ministries of the Environment in terms of dialogue with Ministries of Finance and the national resources allocation for the implementation of the GGWSSI Initiative.
- A.6.1.2: Strengthen national capacities in terms of access to innovative resources and GEF resources.

R.6.2 Financing resources are mobilized through South-South Cooperation, in particular between countries of the circum-Sahara region, and a triangular South-North-South cooperation is strengthened to facilitate access by local actors to the resources.

- A.6.2.1. Promote South-South and South-North-South- cooperation for the adaptation and transfer of technologies.
- A.6.2.2. Support the identification of economic and political incentives, as well as the provision of technical support to the local authorities of the GGWSSI area.

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