

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
MINISTRY OF AGRICULTURE, HYDRAULICS AND
HALIEUTIC RESOURCES
REPUBLIC OF BURKINA FASO

**THE STUDY ON THE SYSTEM TO ALLEVIATE THE LAND
DEGRADATION IN BURKINA FASO**
Second phase

HANDBOOK OF OPERATION

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1. Introduction

The present handbook of operation is aimed to describe the way how administrative body, development assistant agencies, NGOs, associations, etc. should cooperate with each other to support the inhabitants living in the middle-north region and the Sahel region of Burkina Faso, what the system should be and how the operation should work, in case that the inhabitants will implement actions of rural development with their own initiatives in carrying out the prevention countermeasure of desertification in these regions.

This handbook of operation, based on the survey results in the "Examination Survey of Implementation System to Combat Desertification in Burkina Faso (2001~2006)" (hereinafter referred to as "Examination Survey") carried out over these five years, includes knowledge obtained during the study.

At the same time of the preparation of this handbook of operation, in Burkina Faso a commune will be newly founded as part of decentralization at the level of department in March 2006. For the preparation of the handbook of operation, we show here the inhabitant support system in order to implement the rural development project having in mind the point of the process in which the local government will work smoothly after the establishment of the commune according to the plan scheme of the government. On the other hand, the concrete contents regarding the implementation of the project are described on the basis of the inhabitant organizations or the system before the establishment of the commune. Therefore, the descriptions such as the concrete project implementation procedures might not be consistent with the system after the establishment of the commune.

Since the current movement of the dynamically-changing decentralization policy is undefined, the possibility that an idealized local government can be promptly conducted just after the establishment of the commune has been discredited by the persons concerned. However, the inhabitant support system shown in the present handbook of operation is the ideal state designed on the basis of the results of the Examination Survey and, in the moment of operation, some appropriate modifications which reflect the principle will make it possible to respond to diverse situations accordingly.

The present guideline is what strongly yearns for being well utilized as a tool for the persons concerned who support the citizen's prevention countermeasure of desertification on site.

2. Implementation of the rural development project by Rural Development Action Coordination Unit (UCADR)

For inhabitants living in the regions where desertification is being exacerbated, there are two disincentives for continuing productive activities of pastoral farming and forestry. The first disincentive is a technical issue in rural development regarding natural conditions or technical conditions, and the second one is inhabitants' awareness to deal with the prevention countermeasure of desertification as well as an issue of the organization system and inhabitants' support system. As for the first issue in the rural development, there have been many attempts to apply technology for prevention of desertification in Burkina Faso executed by various donors such as FAO (UN Food and Agriculture Organization) or IBRD (International Bank for Reconstruction and Development) and a certain solution has been founded out. In addition, in Burkina Faso, natural resources which exist in Terroirs have been managed thank to voluntary participation of the local residents and the establishment of CVGT (Commission Villageoise of Management of Terroir) is also defined by common departmental regulations as a method to hold over the village development, therefore all donors employ this CVGT-oriented method of inhabitant-participatory-approaches.

However, as regards the second systematic issue for the inhabitants' support, although various frameworks have been attempted, a unitary effective solution has not yet led to be established. Therefore, it is indispensable to establish a support system for the inhabitants in order that they themselves may utilize technology established for the rural development and may go ahead with the prevention countermeasure of desertification with their own initiatives.

For promoting the prevention countermeasure of desertification, it stands to reason that the countermeasure will not take root there without any consideration for natural resources or social situation that the object regions have. In the case of promoting the rural development encouraging the inhabitants' own independence, as well, the government is required to show the direction of regional development appropriately and leadership to lead the citizens is asked in the system improvement.

In March 2006, one part of the department will become a rural commune, and the other will be included in the existing urban commune. Then the commune will establish Conseil Villageoise Development (CVD) in all of the villages of Burkina Faso and in the villages where CVGT have been already established CVD will take the place of CVGT. In line with such trend in decentralization, it is clear that in future commune or CVD will go ahead with the rural development of the villages holding a leading position.

The present handbook of operation adopts the method that the commune will establish a Rural Development Action Coordination Unit (hereinafter, UCADR) and the commune will carry out technical supports for rural development let by the inhabitants.

2.1 The flow of the rural development project

The commune shall establish a unit as an organization attached to the commune and make the UCADR select project implementation candidate villages among the

commune-controlled villages. The UCADR shall report candidate villages to the commune and it shall be adopted by a resolution of the Rural Development Council.

As for the operating expenses of the UCADR until this stage, the commune shall take on the financial burden.

Commune Chairman shall apply for the rural development project to a technical and financial partner *1 (hereinafter referred to as "partner").

After the partner adopted the project, the project fund from the partner shall be sent to the commune account *2 and the operating fund of the UCADR shall be also paid from this account.

*1 Technical and financial partners consist of various Burkina Faso government institutions or fund partners inside and outside the country.

*2 In certain systems of partners' side, the budget might not be allocated to the commune account.

2.2 Project implementation procedure

2.2.1 Establishment of UCADR

- (1) When carrying out rural development in a commune-controlled village, Commune Chairman shall establish a Rural Development Action Coordination Unit (hereinafter referred to as "UCADR") as a support organization for it.
- (2) The establishment of the UCADR shall be performed according to the Establishment Procedure of Rural Development Action Coordination Unit.
- (3) The establishment of the UCADR shall be officially set up when UCADR internal regulations and minutes of the preparatory meeting for the establishment of the UCADR are adopted at the Rural Development Council.

2.2.2 Selection of project implementation candidate villages

- (1) The UCADR shall prepare the selection criterion of project implementation candidate villages taking the Commune Development Plan and Annual Investment Plan into account and understanding the situation of each village inside the commune on the basis of the existing materials.
- (2) ZAT leader and UAT leader who are the constituent members of the UCADR shall cooperate with ZATE leader or SDECV leader, and shall pick out villages which have a substantial need for rural development on examination of the current situation of the villages according to the selection criterion.
- (3) Among the project implementation candidate villages, set priorities on the villages in which inhabitant organizations have hardly been developed, village resources are outstandingly lacking and a similar situation can be seen, and decide development object villages. In this case, pay attention in order to carry out the well-balanced development of each village in the commune.

2.2.3 Formulation of a rural development project plan

- (1) In case that CVD is not fully functional even though it was established for the development object villages or that a concrete rural development project plan involved in the relevant villages has not been formulated in the Commune Development Plan, the UCADR leader shall estimate a necessary budget for the CVD operation support and formulation of the rural development project plan and submit it to the Rural Development Council.
- (2) Commune Chairman shall apply the budgets for the CVD operation support and formulation of the rural development project to the partners according to the resolution of the council.
- (3) After the budgetary step, the UCADR leader shall hold a meeting of UCADR, discuss with those who are the members of the UCADR; ZAT leader, UAT leader, ZATE leader, SDECV leader and representatives of village, formulate draw up specifications to relegate the CVD operation support and the rural development project plan formulation support to NGOs or associations, select several candidates of consignee and determine NGOs or associations which will implement the project by bid.
- (4) NGOs or associations which will be entrusted with the CVD operation support and

the rural development project formulation support shall work for sharing information on the work progress, tasks, countermeasures, etc. with extension officers, administrative officers and representatives of the inhabitants in the meeting of UCADR. Extension officers and administrative officers shall monitor the working situation regularly.

- (5) NGOs or associations shall support the formulation of the rural development project plan to the inhabitants and submit the formulated plan to the meeting of UCADR. The UCADR shall examine consistency of the submitted plan with the situation of natural resources in the regions, the socioeconomic situation, upper level plans such as national policies, etc. and the Commune Development Plan and, if everything is satisfactory, shall accept the adoption of Rural Development Council.
- (6) Commune Chairman shall inform the partners about the completion of the CVD rural development project plan formulation support.
- (7) The rural development project plan is a plan for project implementation and includes the following contents.
 - Project goal
 - Overview of project object villages and resources endowment situation
 - Project contents, project volume
 - Project implementation method (consignment to NGOs, etc., extension officers' direct support)
 - Inhabitants' burden
 - Persons in charge of extension officers and administrative officers
 - Implementation process
 - Budget documents (overall budget and annual budget)
- (8) Commune Chairman shall apply the project to the partners after having adopted the rural development project plan in the meeting.

2.2.4 Implementation of the rural development project

- (1) After the partners adopted the project, the unit leader shall hold a meeting of UCADR, discuss with those who are the members of the UCADR; ZAT leader, UAT leader, ZATE leader, SDECV leader as well as representatives of CVD, and distinguish between what will be consigned to NGOs or associations and what will be implemented directly by the UCADR.
- (2) As for the projects that will be consigned to NGOs or associations, formulate specifications, select several candidates of consignee and determine NGOs or associations which will implement the project by bid.
- (3) As for the projects that will be implemented directly by the UCADR, appoint the persons in charge, formulate a project implementation plan and implement the project according to this plan.
- (4) NGOs or associations that have become consignee shall join in the UCADR and hold a meeting regularly about once a month so as to understand the state of the project implementation and problems and to resolve them. In addition, those who are the constituent members of the UCADR; ZAT leader, UAT leader, ZATE leader and SDECV leader, shall go to the villages regularly about once or twice a month, coordinate and conduct technical trainings for the smooth implementation of the

project as well as monitor the project implementation situation.

- (5) In addition, the constituent members themselves of the UCADR shall monitor and evaluate the overall actions of the UCADR, an individual project, and NGOs or associations every year.
- (6) The UCADR leader shall hand in an annual project performance reporting to the Rural Development Council and gain approval. Commune Chairman shall submit the project performance reporting to the partners.

2.2.5 Completion of the project

- (1) On completion of the project, the UCADR leader shall submit a project completion reporting to the Rural Development Council.
- (2) Commune Chairman shall report it to the partner immediately after approval of the council.
- (3) The partners shall conduct evaluation and audit according to the provisions on accounting of the country or each institution upon receipt of the project completion reporting.

2.3 Establishment procedure of Rural Development Action Coordination Unit (UCADR)

2.3.1 Background/ concept

In order to contribute to prevention of desertification through sustainable rural development, the commune needs to properly bring forward development of agriculture, pastoral farming, forests, etc. inside the commune and natural resources management. Therefore, as an organization for technical support, establish a Rural Development Action Coordination Unit (UCADR) through collaboration between Ministry of Agriculture, Hydraulics and Halieutic Resources, Ministry of Animal Resources, Ministry of Environment and Living Environment as well as in partnership with NGOs or associations.

2.3.2 Basic policy

- (1) The UCADR shall foster and promote inhabitants' development motivation. In order to do so, the UCADR shall make use of inhabitant organizations such as CVD (or CVGT), etc. and, if required, shall support the CVD operation.
- (2) Commune Chairman who is a UCADR leader shall play a role as mediator to connect the government's vertical administrative structure between agriculture, pastoral farming and forests.
- (3) Agriculture and pastoral farming extension officers and forests officers shall assume a role as contact person who connects the inhabitants and the government.
- (4) In rural development, what extension officers and other staff can not support shall be complemented by making use of NGOs or associations in each individual project.

2.3.3 The role of the UCADR

The UCADR shall provide technical supports related to rural development projects that contribute to the prevention countermeasure of desertification carried out by the inhabitants, such as agriculture and pastoral farming development, resources management, improvement of living conditions, etc. for the commune. At the same time, it shall provide supports for inhabitant organizations.

2.3.4 Organization

- (1) Commune Chairman [UCADR leader]
- (2) Agriculture extension officer (ZAT leader) [UCADR Director]
- (3) Agriculture extension officer (UAT leader), Pastoral farming extension officer (ZATE leader), Forest officer (SDECV leader)
- (4) Representative of CVD (or Representative of CVGT)
- (5) NGOs or associations that are assigned to the project implementation
- (6) Manager of Rural Society Extension and Guidance Section in Regional Department (SAC/MR leader) [Adviser]
- (7) Director of DPAHRH (Provincial Department of Agriculture, Hydraulics and Halieutic Resources) (hereinafter, referred to as Director of Provincial Department of Agriculture) [Adviser]

2.3.5 The roles of constituent members

- (1) Commune Chairman: shall assume responsibility for convocation and operation of meetings and budget use as representative of the UCADR.
- (2) ZAT leader: shall assist UCADR leader as Director and perform liaison and coordination of the UCADR actions. At the same time, he/she shall also assume the same role as other extension officers.
- (3) ZAT leader, UAT leader, ZATE leader, SDECV leader: shall provide technical supports in specialized fields in the UCADR actions. In addition, they shall also provide supports for operation of inhabitant organizations.
- (4) Representative of CDV (or CVGT): shall report arguments handled in the UCADR to inhabitants as well as summarize opinions of inhabitants and convey them to the UCADR as a representative of inhabitants who benefit from projects and implement them. They are responsible for the inhabitants' part in rural development projects in villages.
- (5) NGOs or associations: shall practice activities in the field for which extension officers, etc. can not provide project supports.
- (6) Director of Provincial Department of Agriculture: is a contact person who reflects national agricultural policies to local agricultural administration and gives his/her advice on the UCADR actions including budget use as a responsible official of local agricultural development project. In addition, if required, he/she shall run a workshop about project implementation and management related to a newly established UCADR in the province with constituent members of advanced UCADRs. Director participates in UCADRs on an irregular base.
- (7) SAC/MR leader: shall take responsibility for liaison and coordination with regional departments of other ministries as well as coordination between UCADRs within the jurisdiction of regional departments or provinces. The leader participates in UCADRs on an irregular base.

2.3.6 Nature and competence of the organization

<Nature of the organization>

- (1) The organization shall be given the status of an ending organization cloth to a village for supporting a rural development project carried out for prevention countermeasure of desertification.

- (2) Know-how for supporting inhabitants accumulated through the UCADR actions shall be considered as improvement of human resources of the constituent members, in other words, capacity development of government institutions, and it attempts to be used in actions outside UCADRs.

<Competence>

- (1) The UCADR can draw up a budget implementation plan of rural development and submit it to Rural Development Council.
- (2) The UCADR can support the formulation of Commune Development Plan (draft) and establish a rural development project plan of each village based on the former plan by order of Rural Development Council.
- (3) The UCADR can make a plan of a rural development project, implement the project, give an assessment of it, etc. by order of Rural Development Council.
- (4) The project implementation carried out by the UCADR includes assistance to the competence which Commune Chairman has, such as selection of NGOs or associations of approved tender candidates, bid, conclusion of a project implementation contract, purchases of each type of equipment and materials, etc.

2.3.7 Actions

- (1) Liaison and coordination related to village development between all CVD in the commune
- (2) Selection of project implementation villages
- (3) Operation supports of CVD or CVGT in project implementation villages
- (4) Implementation of rural development projects
- (5) Monitoring and evaluation of rural development projects
- (6) Holding of liaison meetings with other UCADRs
- (7) Holding of workshops or visit to advanced sites, etc. for capacity development of UCADR constituent members
- (8) Support for establishing a UCADR in other commune in the province
- (9) The supports of No. iii and No. iv can be provided by consignment to NGOs or associations, if necessary.

2.3.8 Budgetary steps

As for the UCADR operating expenses in the lead up to the time when planning tasks of rural development projects, etc. get in operation, the commune shall take on the financial burden.

After the project got in operation, the project fund from partners will be received in the commune account and the UCADR shall conduct practical budget management. The UCADR operation expenses after the project's getting in operation are included in this project fund.

- (1) Partners shall take steps to support CVD operations of the project object villages, rural development project plan formulation, and the expenses for project implementation.
- (2) As for the expenses for CVD operation supports, other support programs shall be actively utilized.
- (3) Attempt to make active use of funds from aid agencies and, in addition, call for sharing financial burdens with inhabitants who benefit from projects from the

viewpoint of continuousness of the project effect and securement of inhabitants' independence.

2.4 The points to consider in operation of the meeting of UCADR

1) Time management of meeting

- Respect punctuality in keeping strictly the start time of the meeting and avoid setting off a trend against being unpunctual.
- Avoid many topics of discussion in order not to have a long meeting.
- Take a break accordingly in the meeting so as for participants not to leave the meeting for smoking, calling, etc.
- For fixing the date or the start time of the meeting of UCADR, defer to wishes of the inhabitants who will participate in the meeting.

In a rainy season or a busy farming season in which access to the meeting place is not good, consider convenience of the inhabitants who will participate in the meeting.

A long meeting will make the inhabitants reluctant to participate in the meeting.

2) Configuration of the UCADR

- Until administrative ability of UCADR leader can be assured, the head of the Department shall assist UCADR leader.

At the present moment, it is assumed that Commune Chairman would become UCADR leader, however, in case that a responsible official of rural development is appointed in Rural Development Council, this person may become UCADR leader.

- In order to cooperate with the sectors of agriculture, pastoral farming and environmental field, don't discourage Director of Provincial Department of Animal Resources and Director of Provincial Department of Environment and Living Environment from participating in the meeting on an irregular base. Treat other persons concerned in the government and donor institutions in the same manner.

Director of Provincial Department who is a supervisor of extension officers shall take control of their activities.

3) The scope of attendance at the meeting

- Change the scope of attendance flexibly according to the topics of discussion in the meeting.

For example, call for attendance of international institutions which are active as donors in that region or NGOs, etc. about once a year and share information on the activities in the commune as well as work for collaboration and coordination with each actor.

To the contrary, in the meeting in which subjects related to specific villages are mainly discussed, representatives of the inhabitant of other villages may not be asked to attend the meeting.

4) Information-sharing

- Every time, a secretary shall be appointed at the beginning of the meeting and make him/her prepare a minute responsibly.

·The minute shall be kept by Director.

Absentees from the meeting or new members who have just joined in the UCADR by personnel relocation shall try to share information using the past minutes.

Since it is difficult to double as a secretary to prepare minutes and an interpreter in the meeting, take into account personnel selection.

5) *Stylizing of reporting issues of the meeting*

·Prepare a progress reporting in the process of the project implementation on the basis of the common canvas and pay attention not to lack necessary information.

Include initial plans, implemented actions, points of reflection and countermeasures for improvement in the reporting issues.

6) Communication with inhabitants

- In case that the meeting is hold in French, appoint an interpreter for inhabitants who can not understand French and take into consideration the situation in which the inhabitants could understand well the meeting contents.

When selecting an interpreter among representatives of the inhabitants, be careful not to impair the remarks of interpreter him/herself.

7) Statements of inhabitants

- In order to encourage inhabitants' active statements, inform them of topics of discussion in the meeting before and make them think about their statements in advance.
- In the meeting, take care to consciously make the inhabitants speak first.

Capacity development in making a presentation in inhabitant meetings by OJT can contribute to good communication with the inhabitants and improvement of the meeting contents.

8) Records of inhabitants

- Encourage inhabitants' representatives to make it a habit to take a note in the meeting.

Though they can not take a note at the beginning, they will be gradually able to do it by promotion of literacy education as part of inhabitant organization supports.

9) Action plans

- Draw up a general program of UCADR actions every year and attempt to make everybody have a common awareness about it.

Upon the preparation of the general program of the overall UCADR, monthly actions, action contents, implementation period and person in charge shall be described in it. Action plans for each individual shall be based on the general program. Be careful in order that those actions between different fields may be linked to each other.

3. Significance of use of NGOs or associations

3.1 Sharing of roles between government and nongovernmental organizations or associations

It is appropriate that government and nongovernmental organizations (hereinafter, NGOs) or associations shall aim to work together and build up a system to promote the prevention countermeasure of desertification sharing certain roles between them. The concrete examples of sharing roles are shown as follows.

1. Extension officers shall take a constant action for inhabitants (spread of technology specified by each ministry or support actions after the spread).
2. Extension officers shall introduce technology cooperating with NGOs or associations or getting their supports.
3. In case that inhabitant organizations or a large number of human supply are necessary, such as the case of implementation of a development project of agriculture, pastoral farming or forests in units of villages, the government shall make use of NGOs or associations and ask their supports. In this case, extension officers shall coordinate the project with the NGOs or associations.
4. Making use of vastly-experienced NGOs is effective for resolving a problem which will require substantial time, such as a resolution of conflicts among inhabitants.

In order to take a prevention countermeasure of desertification, securing a certain number of work force and human resources who have a profound understanding of agriculture, pastoral farming or forests is indispensable. However, since the supervisory authorities of those sectors are different in Burkina Faso, it is crucial to for them to work together in taking the prevention countermeasure of desertification through development of the field of agriculture, pastoral farming and forests. In addition, owing to lack of manpower of the ending administrative officers such as office staff of provincial departments, extension officers, etc. administrative services have not been sufficiently provided. Therefore, the activities of the existing administrative organizations shall be supplemented.

On the other hand, with a reflection that the nation-led development did not achieve expected results in the 1980s, in the 1990s when the expectations for mitigation of poverty and the resolution of the south north problems were raised, the participatory approaches for rural development were held as a keyword and NGOs had a comparative advantage over the government in the following aspects; 1 understanding of inhabitants' lives or needs, 2 very adaptable action styles, 3 agile reactions in emergency situations, iv bottom-up decision-making mechanism, v contribution to democratization and cultivation of a civil society, and so forth.

However, the development stagnation in Africa seen in these years shows that the participatory approaches for development and NGOs-led development are not always very versatile. In addition, though the role as facilitator who facilitates consensus-building efforts with inhabitants or technological supplement to the specific fields can be expected from NGOs, it is difficult to expect coordination among the interests of inhabitants who are involved in policies, such as the use of land or resources, from NGOs.

Resolution of a conflict between inhabitants may often require substantial time. Among NGOs, there are some which have considerable experiences in resolving conflicts between inhabitants. Making use of such experiences of these NGOs will make a success of the project promotion.

Given these facts and backgrounds, it is more efficient for the government to play a certain role as government and to build up a system in which NGOs can supplement the administrative role in one's respective realms, if required.

3.2 How to select NGOs or associations

NGOs or associations which complement the administrative activities shall take into consideration 1 the experiences in the relevant field, 2 the achievements in the relevant field, 3 the number of engineers that belong to and their technologic capabilities, their experiences and achievements, and shall select several (preferably, more than three engineers) candidates, collect estimates presenting work specifications, and select those who have set out appropriate estimate contents.

Upon the selection, it is basically an indispensable condition that the organization or association has been registered as a body to public institutions.

In case of the country of Burkina Faso, there are SPONG and BSONG which are institutions related to the registration of NGOs. In addition, there is an organization (Association) as a body officially recognized by National Land Agency and Department of Decentralisation.

BSONG is the institution that was founded in 1984 by Economic and Fiscal Ministry as a liaison and coordination body between the government and NGOs. On the other hand, SPONG is a coordination body of the NGOs which consist of both domestic and international NGOs as well as associations, and acts with the purposes of presenting members' information reciprocally to members and aid agencies, exchanging information between members, establishing a forum for discussion and encouraging capacity building, etc.

As for associations, the requirements for official approval are less strict and they can act by an approval of Governor of Province. Since there are less requirements in establishing associations and their active area is rather small, management costs of associations are relatively cheaper compared to those of NGOs, therefore by making use of associations, cost saving of the project cost can be expected.

However, in selecting associations, one should be careful since 1 some associations do not apply an accounting procedure as the criterion for the establishment is comparatively simple, 2 some associations do not pay their own taxes, 3 they sometimes dismantle themselves just after their establishment, etc.

Therefore, upon the selection, the following criteria should be passed.

1. To make clear purposes of the establishment and main area of their activities
2. To make clear constituent members (numbers of office workers and especially of technical personnel who have a qualification such as training instructor, etc.)
3. To make clear upper registry bodies, financial standing, presence or absence of external audit, achievements, etc.
4. Since each association has one's own filed, UCADR leader shall also consult with

regional heads of Ministry of Agriculture, Hydraulics and Halieutic Resources, Ministry of Animal Resources as well as Ministry of Environment and Living Environment and shall select them assuredly.

In addition, when examining their achievements in the region, it is desirable to refer to information obtained from regional offices and provincial department offices in the relevant regions.

【Registry requirements of SPONG】

- To be officially recognized as an association or a NGO
- In case of international NGOs, to have a base office in Burkina Faso
- To operate more than two years in Burkina Faso
- To be recommended by other members that registered for SPONG

【Registry requirements of BSONG】

- To attach the given documents, apply and gain the permission of the activities from ministries of Land Agency and Department of Decentralisation.
- To sign up an establishment agreement with the government (Minister of Economy, Minister of Development)

【Requirements for official recognition of Association】

- To submit an official recognition application to Governor of Province through city mayor or head of the Department attaching regulations of the organization, achievements and plans and to get an official recognition.

3.3 How to make use of NGO or associations in rural development projects and some examples

There are many types NGO or associations; bodies which operates in overall field of agriculture, pastoral farming and forests at the national level, those which operate only in one part of regions as the territory of their activities, those which are specialized in a specific filed, those which operate according to a certain philosophy or advocacy, etc. In the implementation of rural development projects, it is needed to select NGO or associations considering the ambit of their activities and their strong fields.

Just for reference, the achievements of the NGO and associations that we used for conducting the present survey are shown in the following table 3.3.1.

Table 3.3.1 The collaboration cases with NGOs and associations

Region	NGO or associations	Achievements
middle-north region	ADRK	Establishment of CVGT, Operation supports Cereal Bank, Vegetable cultivation
	OCADES	Establishment of CVGT, Operation supports
	SPB	Sheep raising
	ANDAL et PINAL	Sheep raising
	ADIWS	Forest resources conservation
	AADS	Improvement of women's incomes

	PER APFEG ATAE/S UFED AJPEE	Establishment of CVGT, Operation supports Vegetable cultivation Seedlings production Improvement of women's incomes Seedlings production
Sahel region	ADRA CRUS UFC-Dori A2N PINAL/YAAGA AGED	Establishment of CVGT, Operation supports Improvement of crops in rainy season, Stone-line installation Operation supports for CVGT, Sheep raising Forest resources conservation, Seedlings production, literacy education, Establishment of CVGT, Operation supports, Well maintenance Bear land recovery woks, Cereal Bank, Participatory approach training, Natural resources management, Well maintenance, Improvement of women's incomes literacy education Sheep raising, Stone-line installation, Seedlings production

Note) Used NGOs and associations
(NGO)

- ADRA : Adventist Development and Relief Agency Burkina Faso
- ADRK : Association pour le Développement de la Région de Kaya
- CRUS : Comité Régional des Unités de Production du Sahel Dori
- OCADES : Organisation Catholique pour le développement et la solidarité
- SPB : Solidarité Plus Burkina
- UFC-Dori : Union Fraternelle des Croyants de Dori

(Association)

- ANDAL et PINAL : Association ANDAL et PINAL
- ADIWS : Association pour le Développement Intégré/ Wendpanga du Sanmatenga
- AADS : Association des agents de développement du Sanmatenga
- PER : Organisation Catholique pour le développement et la solidarité
- AVAD : Association Vision Action Développement
- APEFG : Association pour la Promotion des fermes écologiques de guibare
- ATAЕ/S : Association des techniciens de l'agriculture et de l'élevage
- UFED : Association Union Féminine d'entraide et de développement
- AJPEE : Association des Jeunes pour la Protection de l'Environnement et l'Élevage
- PER : Projet Ecologie et Reboisement
- A2N : Association NODDE NOOTO
- AGED : Association pour la gestion de l'environnement et le développement
- PINAL/YAAGA : Association PINAL/YAAGA

4. Program of capacity development

4.1 Technology exchange Meeting

(1) Purposes

It is aimed to foster communication between administrative agencies and research and test institutions, to promote tests and research to meet the needs of regional inhabitants, and to transfer the technology with test and research results to the regional inhabitants.

The research theme and the results of the research and test institutions did not meet the needs of the regional inhabitants, and in addition, engineers who had teaching positions for the local inhabitants, such as extension officers or forest officers, were not informed well of such information.

Therefore, lecturers from the following research and test institutes; Institute of Environnement and Agricultural Research (INERA), National Bureau of Soil (BUNASOLS), National Center of Forenstry Semens (CNSF), will be invited and present the findings, at the same time extension officers or forest officers will present the needs of the regional inhabitants, and then it is aimed to build up a system to transfer technology that meets the needs of the inhabitants.

(2) Procedures

1. Rural Development Action Coordination Unit (hereinafter, referred to as "Unit") shall understand the needs of the site and sort out technical issues.
2. Leader of Section d'Appui-Conseil au Monde Rural (SAC/MR) shall collect information on results of theme selection from each UCADR.
3. Narrow down the theme, report the selection results in a liaison meeting of UCADR and decide the theme.
4. Ask research and test institutes to send down a lecturer for each theme.
5. Hold a technology exchange session

In the UCADR, the needs of the site shall be understood and technical issues or theme shall be sorted out. The leader of SAC/MR shall collect information on results of theme selection from each regional UCADR and narrow down the theme. The final consideration of the theme shall be asked to a liaison meeting of UCADR, etc. and be approved. When the theme is determined, the leader of SAC/MR shall coordinate with the relevant research and test institutes together with an inspection team and ask them to recommend and send down a lecturer for each theme.

(3) The role of the leader of SAC/MR

SAC/MR is the contact section of the regional level which is responsible for spreading national agricultural technology. The leader of SAC/MR who is the head of this duty is a responsible official of technical advisor in the UCADR and shall assume a responsible role in technology exchange sessions, such as selecting session theme, chairing the session as a moderator or summing up on the day when a session is held.

SAC/MR is the contact section of the regional office of Ministry of Agriculture, Hydraulics and Halieutic Resources and is responsible for spreading agricultural technology. The leader of SAC/MR shall participate in seminars separately held by research and test institutes and understand the current situation of tests and researches carried out by those institutes. On the other hand, by taking part in the UCADR activities, he/she needs to understand technological issues or theme which the regional inhabitants have.

(4) The selection of theme

- Selection of theme that meets the needs of the regional inhabitants
- Selection of theme from the standpoint that new test and research results will be used in the region.

The theme of prevention countermeasure of desertification is of very broad range. The regional issues or themes differ from object region to object region. Extension officers are always required to make clear issues or themes in the course of contact with the inhabitants in the field and to understand the needs of the regional people. In both Sahel and middle-north regions, since natural and social conditions are different, themes are also different.

In addition, in order to make use of the results of research and test institutes, examinations through technology exchange sessions will be effective, as the technical levels of extension officers or forest officers are also different. The aim is that selected themes will become new results and information and used by regional inhabitants, being transferred from extension officers or SDECV as soon as possible, therefore selection of the themes is fundamental.

The themes picked up at the technology exchange session during the inspection period are shown in the table 4.1.1. As you can see from these themes, firstly the general consideration of technology for prevention countermeasure of desertification were dealt with, and then the themes closer to the demands of the regional needs were selected with each time.

Table 4.1.1 The cases of theme selection in the survey

Session	Middle-north region	Sahel region
1st session	1. The overview of technology useful for desertification prevention in agriculture, pastoral farming, forests	1. The overview of technology useful for desertification prevention in agriculture, pastoral farming, forests in the Sahel region.
2nd session	1. Technology for prevention countermeasure of desertification from the viewpoint of soil in middle-north region. 2. Forest resources conservation countermeasure in middle-north region	1. Technology for prevention countermeasure of desertification from the viewpoint of soil in Sahel region. 2. Forest resources conservation countermeasure in Sahel region

3 rd session	<ol style="list-style-type: none"> 1. Agriculture: Production of organic fertilizers and those efficient use 2. Pastoral farming: Production of animal feed and storage management for desertification prevention 3. Forest: Agro-forestry for soil conservation 	<ol style="list-style-type: none"> 1. Agriculture: Improvements of agricultural production conditions in Sahel 2. Pastoral farming: Reevaluation of local feed resources for sustainable pastoral farming in Sahel 3. Forest: Contributions to soil deterioration countermeasure of tree plantation activities
4 th session	<ol style="list-style-type: none"> 1. Gari degradation countermeasure 2. Banking sand countermeasure of an impounding reservoir 3. Improvement in raising of guinea fowls 	<ol style="list-style-type: none"> 1. Countermeasure for soil fertilization by farm animals and technologies for improving agricultural production 2. countermeasure for soil deterioration from the point of pastoral farming resources management in Sahel 3. Development of forest resources and recuperation technology in Sahel

(5) Frequency and period

Technology exchange session shall be held in both middle-north region and Sahel region. The frequency of holding a session is defined about one a year and the period of the session around one day, on account of the budget. Since the opinion that a practical on-the-job training in site should be included in a session was expressed by extension officers, etc. holding a session which last around two days will be sometimes considered.

(6) The way that holding of a sustainable technology exchange session exists

When technology exchange sessions are hold in a way that technology obtained in this exchange session would be used in site, such technology would bring production improvement in agriculture, pastoral farming and forests of the inhabitant people and its effectiveness could be recognized by extension officers, etc., its sustainability will be ensured. In the demonstration survey, we carried out 4 sessions; however there is still no case that the contents of the exchange session have become well-established in site. The reason for this can be said because extension officers have to move a lot and there are different levels in their capacities, as well. Therefore, it is needed to think about that technology exchange sessions shall be divided into two times a year, such as one beginners' course and one advanced course, etc. The selection of themes is crucial. In addition, through the practice of a demonstration project, the opinion that a practical on-the-job training in site should be included in a session was expressed by extension officers, etc. and an exchange session which will include practices of the field shall be held in future in the project implementation.

4.2 Training for Participatory Approaches for Rural Development

(1) Purpose of Implementation of Training

Participatory Approaches for Rural Development which is considered as part of capacity development is an effective method as a tool to encourage an individual to strengthen organizational group capacity.

Interpretations and fields of application of the Participatory Approaches for Rural Development have been changing. It is particularly worth of highlighting that Participatory Approaches are now more often considered as methods that can afford an opportunity of empowerment including decision-making, standing on the foundation of equal partnership in the political frameworks, in the process of sharing roles of various stakeholders and cooperating between them, rather than a tool for listening to farmers' voices.

Though this is called "participatory", but it does not simply mean to "call up" inhabitants nor to solely get information on the village or the inhabitants with the use of "tools". Some experts think that by changing "behaviour and attitude" of the supporters' side, by using "methods", by "sharing" of information or empathy with inhabitants, it would be possible to change individuals or groups, and, what is more, organizations or systems.

What the UCADR aims is to discuss the way the rural development exists by enhancing cooperations between different actors (stakeholders) such as government, inhabitant, NGOs and so forth. In this sense, the UCADR can be said to be an organization that contributes each actor, especially the inhabitant empowerment, by equal partnership that Participatory Approaches for Rural Development aims. Furthermore, the UCADR activities can be also said to be what coincides with understanding as capacity development including capacity building for an organization.

(2) Procedures and contents

Trainings should be processed step by step; from overview to each theory, from classroom-lecture or lecture to applications in site through practical on-the-job training, from individual technology acquisition to capacity development as organization through experience-sharing.

Extension officers have played a role of technical teaching for a long time as ending administrative officers who have contact with farmers. They take a technically advantageous position and there is always a possibility that they would become overbearing toward inhabitants. It takes much time to change extension officers' consciousness that has pierced them to the bone. By conducting practical on-the-job trainings, it should take long time to do so.

Trainings can be considered to be divided into some stages. As examples performed in the demonstration survey, the prototypes of trainings for extension officers are shown as follows. (Please refer to the table 4.2.1.)

Table 4.2.1 The prototype of training for extension officers (example)

Stage	Outline	Period	Duration	Content
1 st stage	Overview (lecture and discussion)	1 st year	2 days	<ul style="list-style-type: none"> The way of thinking of participatory approaches The historical transition over Participatory Approaches for Rural Development
	Basic (lecture and role-play)	2 nd year	3 days	<ul style="list-style-type: none"> The way that communication by Participatory Approaches for Rural Development (behaviour and attitude) Utilization of "methods" in the field
2 nd stage	Practical on-the-job training	3 rd year	4 days	<ul style="list-style-type: none"> Practical on-the-job training with support of experts of Participatory Approaches for Rural Development and under supervision
3 rd stage	Sharing applications and experiences in site		(half year~1 year)	<ul style="list-style-type: none"> Individual progress, application in an action site Preparation of those reports
			1 day	<ul style="list-style-type: none"> Presentation about experiences and discussion in workshop

(3) The points to consider in implementation of a practical on-the-job training

- Conducting trainings in villages where extension officers work or around those villages is effective. If training is carried out in a village where CVGT will be newly established, with a parallel course of a resources survey for drawing up a development basic plan, extension officers will be able to make use of knowledge obtained in the survey later when they conduct support activities in the relevant village.
- In order to improve training contents per person, it is better to conduct trainings without fixing one's roles.
- When the language that extension officers use is the same as that of the regional inhabitants, more excellent effect can be seen.
- Training in the region where associations are active, it is possible to invite a person from a association to lecture.
- Actors and participants (the organizer side) need to discuss on training contents together well. Then people who well understands the training contents should monitor during the training so as to guarantee good result of the training.

As the training proceeds, participants can acquire knowledge and skills useful for

practicing in site. Applied practical on-the-job trainings are desired to be carried out in the villages where extension officers work or around those villages. This will enhance not only participants' motivation, but also can yield a secondary product that they will be able to use knowledge obtained in the survey when practicing supports activities later. Especially, trainings parallel to the course of a resources survey for drawing up a development basic plan in a village where CVGT will be newly established will be useful for understanding profoundly the extension officer group in the village in future.

It is easily imagined that trainings can be conducted more efficiently if grouping of participants (extension officers) or clarification of role-sharing are introduced in the trainings. However, for improving training contents per person, it is better to conduct trainings without fixing one's roles. By doing so, each one can acquire different approaches and methods evenly across.

During the demonstration survey, when the language that extension officers use is the same as that of the regional inhabitants, the training was observed to be conducted more effectively. However, this can be absolutely said just for the way how to proceed trainings, and it would be better to point out that some have shown good participatory performance through interpreter of the local language in an actual site.

For selecting lecturers who conduct trainings, it is desired to examine well their expertness and experiences. Many lecturers belong to NGOs. In the region where an association is active, it is possible to invite a person of such association to lecture. In any case, a good collaboration between lecturers who conduct trainings and those who are in charge of logistic or coordination is a required condition for realizing satisfying trainings.

The organizer side shall prepare trainings upon discussing well with participants or lecturers. In addition, it is also needed that the person who well understands the training contents may monitor during the training and examine the training contents, the situation of method adoption as well as the participants' training situation.

At the end of the trainings, the training organizer and the lecturer shall carry out a questionnaire survey in order to examine the way of trainings, as well as to use this occasion for providing information to the participants as feedback.

5. Supporting tools and maintenance programs

5.1 Teaching material for technology

(1) Guidance of teaching material

Guidance of teaching material summarizes critical points that extension officers and NGO should note in their educational activities delivered to the local people by using teaching materials for technology diffusion

Guidance of teaching material is a reference material available when extension officers or NGO will explain to the local people, which is a summary of points for descriptions. Teaching materials were provided for trial use in a research and we have collected feedback from users for improvement. Then we have revised the basic version to prepare its upgrade version. Teaching materials focus only on experimental projects we have actually worked. Also, we chose simple descriptions so that people not in any specific field can understand the guidance of teaching material easily.

French and English are the languages that we use.

(2) Teaching material for technology diffusion

Teaching material is used by extension officers and NGO to explain to the local people for the purpose of dissemination of technology

Local people's literacy rate is low. Even if we deliver booklets full of printed information, there are a lot of local people who may not be able to understand these. Therefore, we have prepared teaching materials with layout of many illustrations and figures, so that the local people can easily accept these. We have prepared the teaching materials in Fulfulde and More. The languages used include French, English, Fulfulde, and More.

5.2 Equipment

Equipment included in the supporting tools consists of the following two categories.

1. Equipment used for enlightenment of local people
2. Equipment to be used by extension officers visiting local people as a routine

(1) Equipment used for enlightenment of local people

The use of the audiovisual equipment is effective for educational activities for local people. Therefore, we will allocate a set of equipment such as VCR, television, dynamo, transportation vehicle, and simple accommodations, etc. in each prefecture for educational purpose in each prefecture.

(2) Equipment to be used by extension officers visiting local people as a routine

In order to provide routine visit guidance to the local people in a mobile and efficient manner, a motorcycle will be allocated to ZAT leader, ZATE leader, SDECV leader, and UAT leader in each county.

6. Projects implementation process

As part of the study on the system to alleviate land degradation, during five years, we have put to the test the projects implementation process, starting by the selection of villages, and in passing through the support to the setting up and operation of the CVGT, the drawing up of projects plans, the carrying out and pilot projects management. The knowledge gained through this study will be useful for projects development practical work. In this chapter, we are going to explain the projects implementation process in general and in combining it with acquired knowledge and lessons learned from the pilot projects carrying out process.

6.1 Selection of target villages subject to projects

For implementing rural development in the villages being in the province of the commune, basic trends must be drawn up by the UCADR in considering the natural, social and economic conditions, the upstream plans and programmes in particular the national plans and programmes.

It is to be hoped that the rural development in the commune not be concentrated over one or some particular villages, but to be made in a harmonized way, within the whole commune.

In particular, one can think that in villages where there is backwardness of organizational system of villagers, who are the beneficiary residents of development and related parties for the projects carrying out, priority support to organizational reinforcement is necessary.

For the selection of villages subject to projects implementation in the commune, people will draw up selection criteria of candidate villages for projects carrying out, and the extension agents members of the UCADR will make a survey in particular of the village development wish, the situation of the village development council (CVD), the conditions of resources in the villages, and will carry out the selection of the candidate villages.

Now, we are going to tackle the selection criteria of candidate villages

6.1.1 Selection criteria of candidate villages

The UCADR, keeping in mind the fact that rural development of each village in the rural commune must be done in a harmonized way, draws up appropriate criteria for the selection of villages in which projects will be implemented, and select the candidate villages.

The UCADR categorizes the villages from the commune according to their situation, basing itself on the existing documents. After that, people will review which kind of indicators to be taken into account for the selection of candidate villages for projects and will determine also the selection criteria of candidate villages for projects implementation.

People will consider during the review of indicators, the necessity that rural development in the rural commune is not limited to one or some particular villages or to one or some particular areas, but rather than the whole commune has to be developed in a balanced way.

In addition, if the candidate villages are selected in considering in advance some well-determined projects or donors, people will draw up appropriate indicators after having verified the objectives and the adoption conditions of the concerned projects.

A selection task of candidate villages to fair projects requires clear selection criteria and the process transparency leading to the selection.

In any way, the selection task must not be distorted under the effects of influential people's declarations or pressures.

Selection criteria will be drawn up at the same time as indicators. The main objective for drawing up the criteria is to rank the villages according to objective indicators, and it happens that people have to review the selection criteria after the study of conditions of resources.

(For example it can happen that the indicator "distance of neighbouring villages" gives rise at first to the drawing up of a criteria "less than 5 kilometres", but that, this criteria can be modified to "less than 8 kilometres".)

One can consider the following examples of indicators such as for selection criteria :

- Existence or not of the CVD (or CVGT)
- Drawing or not of the village development plan
- Villagers' will
- History as regards to projects carrying out (projects implemented in the past, at present, or projected)
- Cohesion (is the environment allow women to express themselves, is the village united even there are several ethnic groups, etc.)
- The situation of resources, the sharing conditions of resources with other villages
- Existence or not of conflicts in the village or with other villages
- Situation of available water resources

6.1.2 Selection process of candidate villages

The selection process of candidate villages is as follows:

<Pre-selection>

If the number of the villages of the commune is big, the UCADR will make a pre-selection in order to lighten the selection task. After making sure of the residents' will of involvement in the projects through the village's representatives local council, a first selection based on the existing documents will be carried out.

<Study of villages' situation>

To understand the villages' situation with a view to establish the indicators for villages selection, the extension agents carry out a survey over the situation of each village.

<Selection of candidate villages >

The UCADR classifies the study results according to the selection criteria of candidate villages and arranges them by order of priority.

<Adoption by the local council>

The chairman of the UCADR submits the selection results of candidate villages to the local council, and candidate villages are determined under adoption of the local council.

6.2 Support to the CVGT setting up and operation

The village terroir management committee (CVGT) is an essential organization to promote the alleviation of land degradation. Here we are going to explain how to support the establishment of CVGT, and then how to support of the operation of CVGT.

6.2.1 Support for setting up the CVGT

For implementing sustainable measures against land degradation, it is essential for the residents to participate spontaneously and carry out in an independent way these alleviation measures. For that, the establishment of a village terroir management committee (CVGT) has an organization representing the consensus opinion of the village is necessary.

(1) The legal context and basis for establishing a CVGT

The state-controlled development, without taking into account the fact that land degradation cause is found in social and economic systems, favoured technical measures and did not request involvement of local residents, that did not allow to achieve a sustainable development.

Reflection over this point has brought about these last years an international recognition of the preliminary work based on land management through which the local residents become aware of the necessity of actions and in independent way implement the whole process starting from the analysis of current available natural resources in the terroir and continue through the choice of measures, the drawing up of plans, the carrying out, the management, and the evaluation of actions.

This preliminary work has been adopted in most of cases in Western Africa as far as village-level development is concerned.

The modalities for establishing, organizing and operating of the CVGT, as well as the attributions are determined in Burkina Faso by a joint order (*arrêté conjoint*) which number is 0010/2000/AGRI/MEE/MEF/MATS/MRA relating to the establishment, attributions, organization, and the operation of the villages land management committees, jointly taken on February 3rd 2000 by the Minister of Agriculture, the Minister of Environment and Water, the Minister of Economy and Finances, the Minister of Territorial Administration and Security, and the Minister of Animal Resources.

All the items of this operation manual concerning the CVGT are based on this joint order, and practical support actions to the CVGT in the village must also be undertaken on the basis of this order.

The joint order specifies that the CVGT are positioned as « local bodies in charge to assure general guidance mission and coordination of development actions» and “assuring their general guidance mission and coordination of development in cooperation and with the support of state technical departments and other partners to development.” (Joint order, title II attributions, section 1, general attributions, article 3). Furthermore, the joint order clearly specifies that the CVGT, as part of their mission of fulfillment, are in particular in charge of the attribution, evaluation and withdrawal of the national *terroir* land at the level of villages, and to assure the management of the

community facilities, village forests, pastures, fauna, and in general the natural resources (Joint order, title II, section 2 specific attributions, article 4).

Within each village in Burkina Faso, there is a village representative, but the decree 2003-218/PRES/PM/MATD of April 2003 (JO number 20 by May 15, 2003) specifies (article 95) that "the village representative is in charge under the authority of the prefect, the village general police and takes care of the protection of people and the property". So, his role is different fundamentally from the one which should must be carried out by the CVGT and we are going to describe this role later. This village police position which must be fulfilled by the village representative is supposed to be carried out "with the village council support" (article 95).

(2) Establishment objective

The CVGT as a basic organization and as the only consensus-decision body for the village development.

In traditional societies of Burkina Faso, there are coexisting several groups (blood and land ties, and other groups representing their members' interests). Villages are geographically divided into hamlets or sectors (*quartier*). The space held and used by individual people or groups is clearly known by the village and neighbouring villages. However, the use of this space is often source of antagonisms between the individual people or groups' interests. We can see the establishment of the CVGT as aiming to obtaining a consensus through the setting up of a unique body for the whole village. The term of « *terroir* » designates originally « a space for cultivation land and pastures, etc. held and used by a social group, the extent of the possession and use right by this group being recognized by neighbouring social groups". And the *terroir* doesn't always coincide with the administrative or geographical divisions such village or urban area. If we consider this point, we will understand that CVGT has an important role to play through the negotiations and decision-making as regards to land use not only with people outside the village, but also within the village, people and groups to be taken.

(3) Establishment procedure

Here is in order the establishment of the CVGT

- ① Actions in the village before the establishment of the preparatory committee for the setting up of the CVGT
- ② Preparatory committee establishment for setting up the CVGT, and trainings.
- ③ The village constitutive assembly
- ④ The official recognition formalities of the CVGT

1) Actions in the village before the establishment of the preparatory committee for the setting up of the CVGT

An explanation meeting intended for villagers in general will be held, in order to show them about the necessity in particular to establish a CVGT, and the procedure for implementing actions for this purpose. It will be explained that the CVGT is an organization stipulated by a legal text at the national level and essential for

continuation of the village development. Understanding and collaboration of the residents will be requested as regards to the trends and procedure of actions to be implemented. This task which is decisive for the success or failure for establishing the CVGT must be carefully carried out. In particular, there is need to bring attention to these following points:

(a) Relations with the existing traditional powers

As a traditional system in a village there is a group who consists of traditional chief/s and elders. This system holds important powers as regards to guidance of the villagers and traditional decision-making. When a new CVGT is introduced in the village and holds the village constitutive assembly, it is needed to keep good relations with this traditional system. There is need to avoid absolutely to get these powers in an adversarial positions against the new CVGT, or to assume as an obstacle in the process of establishment of a CVGT. There is rather need to act in a way that knowledge and power of influence hold by these traditional powers to be put at good use through later actions.

From this point of view, the joint order specifies that « the village constitutive assembly is convened ... in consultation with the local customary authorities »(title III, article 6). In practical terms, the preliminary work must be suited to the sociological distinctive features of the village or region, and to the current situation as regards to human resources. It is worth considering to start the supporting activity in a village from the contacting with these traditional structures; through contacting with the village chief and elders, a semi-structured interview of the village current situation and development perception, or more through explanations over the new activities which will be granted to them before other villagers. However, when we observe that these traditional powers through their actions and speech have negative influence over democratic decision- making for grass-root village people, there is need to inform well about the following points; laws and political trends at the national level, the situation of a CVGT establishment in other villages, and the effect of the establishment of CVGT.

(b) Promotion for women's participation

The women conditions in sahelian societies is unfavourable, and they are treated in an unequal way concerning all aspects of social life. However, as they are carrying out a high important role in socioeconomical sector and as they are very deeply affected by poverty and resources degradation, they become quickly aware of problems and have excellent skills as regards to development application. For promoting their participation to the new organization, need be to approach them directly, and at the same time to incite men to change their perception and way of taking actions.

In practical terms, during the prior exchanges with the residents, there is need to explain the basic trend which consisting in promoting women's participation and the effects which can derived from that, and make people understand the necessity to create position for women in the preparatory committee and in the CVGT. Furthermore, one can use specific means such as holding meetings at time which make easier for women to take part or more holding explanation meetings intended only to women.

(c) Consideration of diversity

As for women's participation, there is need to take into account the participation of the various groups existing in the village to the new organization, and which are standing out from hamlets, professions, age groups, ethnic and ethnolinguistic differences, and religions, etc.

In practical terms, if it is a big village and houses are divided in hamlets, there will be need to take measures such as holding explanations meetings at several locations, to draw up a list of participants for each meeting and verify if there are not disparities through the participation, and if there low participation rate of a single group, to hold a meeting dedicated to this group.

2) Preparatory committee establishment for setting up the CVGT, trainings

The joint order clearly stipulates the establishment of « village constitutive assembly made of all the village inhabitants having age to vote" (Title III, article 5).

The joint order assigns to this village constitutive assembly the function to set up the CVGT, but one can take opportunity during the preparation of this village constitutive assembly, to raise awareness of the residents as regards to the philosophy of the CVGT, its legal basis, the political framework through which it is registered at the national level, at last to allow the setting up and good operation and more independent CVGT.

Before holding the village constitutive assembly, there is need to establish a committee for preparation of this assembly, and to undertake raising awareness actions and trainings. We are going to call temporarily this committee as "preparatory committee for establishment of the CVGT". Here are the actions in chronological order, which can be considered at this stage:

(a) Preparatory committee establishment for setting up the CVGT

For the preparatory committee establishment for the setting up of the CVGT there is need to keep in mind the point mentioned in (a) to (c) of paragraph 1 (Actions in the village before the training of the preparatory committee for setting up of the CVGT. That is to say there is need to see that the village various category groups (ethnic, professional groups, age groups, sex groups), the existing organizations, the different hamlets have to send representative in this committee.

(b) Trainings intended for preparatory committee for setting up the CVGT and grass-root villagers' awareness raising

The preparatory committee for setting up the CVGT will carry out the activities described below, and when raising residents' awareness, we will encourage them to appropriate the results.

a) Visits of advanced sites(target : preparatory committee for setting up the CVGT)

The members of the preparatory committee for setting up the CVGT will visit a neighbouring village in which a CVGT has already been established and will be able to observe directly the example of this village and will have opportunity to get information about the setting up of the CVGT.

After this training in particular on the occasion of consciousness raising actions described in b), below it will be requested to members of the preparatory committee

for setting up the CVGT who took part to the visit to pass on the information to basic villagers.

b) *Consciousness raising over the CVGT (target: Not only the preparatory committee for setting up the CVGT is concerned but also the grass-root villagers)*

This consciousness raising aims to make the basic villagers to understand what must be the CVGT which is going to be set up, its legal basis, the framework of policies in which it is registered. To make easier the understanding of the residents whose majority do not know how to read, one will use videos, sets of pictures, etc.

If there are several hamlets in the village distant from each other, there is need to make arrangement to have this consciousness raising in the different hamlets, in a way to allow high number of villagers to take part to the consciousness raising without difficulty. There is need also to start meetings at times which women will be able to attend.

c) *Training over legal basis and the framework of policies in which the CVGT is registered (target : preparatory committee for the CVGT establishment)*

After the consciousness raising described above, we will hold a training over the legal basis and the framework of policies in which the CVGT is registered. The training is intended to the preparatory committee for the setting up of the CVGT and will help to organize the village constitutive assembly described in 3). In particular, the training will answer the questions about the definition that is given by the village constitutive assembly order, and the points over which it can practically decide.

The preparatory committee for the setting up of the CVGT, on the basis of this training must also draw up a draft of the CVGT regulations which will be submitted and possibly adopted during the village constitutive assembly.

We will move to the next stage if it clear that residents' awareness and knowledge about the CVGT, as well as the drawing up of the draft of the CVGT regulations are sufficient. It is desirable to let residents the initiative to select the way about which these activities are undertaken, but there is need to observe the situation of the village and to adapt the degree of the implementation of intervening parties.

d) *Support for the preparation of the village constitutive assembly (target: preparatory committee for setting up the CVGT)*

The preparatory committee for setting up the CVGT at this level has acquired knowledge about the village constitutive assembly. However, for this assembly to be held in an autonomous way, there is need to continue exchanges for determining practically the way through which the assembly will be held.

Furthermore, for the village constitutive assembly to be understood by the basic villagers, and to be held in an official way as described in 3) (village constitutive assembly), need be for members of the preparatory committee for setting up the CVGT to give explanations to groups of which they are the representatives, to RAV and traditional powers, and ask for their collaboration.

3) *The village constitutive assembly*

The joint order stipulates the notification to attend to the village constitutive assembly

in the following terms:

« The village constitutive assembly is convened by the administrative person in charge, on the initiative of one or several farmers' organizations of the village and in consultation with the local customary authorities.

All means are used for the convening to the assembly, at least 15 days before the planned date of the meeting. The prefect is informed by the village administrative person in charge about the convening to the village assembly. » (title III, article 6)

« The chairman of the meeting is appointed among the participants to the assembly. The constitutive assembly appoints also a secretary of the meeting. » (title III, article 7)

Furthermore, the constitutive assembly is in charge:

- to specify the organizational structure of the CVGT general assembly
- to appoint the members of the of the CVGT first bureau ,
- to adopt the said committee regulations. » (title III, article 8)

The members of the CVGT general assembly and the first bureau are appointed through election. The general constitutive assembly, when the local circumstances justify it, can propose by consensus, the appointment of some members of the bureau or the CVGT general assembly in taking into account the historic, social and cultural facts of the area. (title III, article 9).

The organizational structure of the CVGT, the arrangements for election of the person in charge will be done on the basis of a good understanding of article 11, 15 to 24, 26 from the joint order.

4) Formalities for official recognition of the CVGT setting up

The village constitutive assembly secretary draws up a minutes that he passes on to the prefect. In turn, the prefect conveys the minutes to the provincial governor who takes within one month at the most following receipt of the minutes, an order certifying that the establishment of the Village Terroir Management Committee and appoints the members of the bureau. A copy of the order is passed on to the chairman of the CVGT." (title III, article 10). The CVGT is officially recognized in this way.

6.2.2 The operational support

(1) Trainings for capabilities development of the *bureau* and members of subcommission of the CVGT

The capabilities development is necessary for the organization of the residents. This capabilities development is carried out through the capabilities reinforcement thanks to trainings, the operation of the CVGT in the field, and the support brought to it.

The capabilities development trainings are more effective if they are carried out in a progressive way.

The first thing to do as soon as the CVGT is set up is the capabilities development of the person in charge and the members of the CVGT. It is often done through trainings. One can consider these trainings through a certain number of stages:

Table 6.2.1 Stages of CVGT Training

Stages	Trainings considered	Targets	Main content and items requesting particular attention
1st stage (immediately after the establishment)	Training to leadership	Bureau ¹ Monitoring and Control committee ²	The roles of the persons in charge, the way to lead the meeting, measures for solving problems, CVGT attributions, etc. This training is at the root of all trainings which follow.
	Secretarial work training	Bureau, (especially the secretary treasurer) Monitoring and Control committee	The basis for drawing up reports of the meetings. If the situation as regards to village teaching of literacy is bad, one can carry out this training under the scope of MEBA teaching of literacy sessions.
	Accountancy training	Bureau, (especially the treasurer) Monitoring control committee	Training over account book keeping. The training will be effective as far as it is based on the secretarial work and teaching of literacy training
2 nd stage (About 1 year after the establishment)	Facilities management training	Bureau, Socioeconomic subcommittee members, etc.	Through the village facilities management, residents bring out by themselves the problems, and exchanges over the possible solutions and undertake action. Application of the training to leadership
	Training for a cereal bank management	Cereal bank management committee, socioeconomic activities subcommittee members, Monitoring control committee, etc.	In case there is a cereal bank in the village, and that one is not operational, this training will be carried out and aiming at autonomous management by the residents. Auditors will get basic knowledge and techniques over accountancy and control.

¹ Here the « bureau » is understood as defined by the article 17 of the joint order, and in this way includes also a representative of each special subcommittee, a representative of women's organizations and one of young people's organization .

² It will be right that the training to be addressed not only to practising persons in charge, but also in long term prospect to consider the balance according to the number of persons in charge from the different groups: for example if there is few practising women in charge, we will make them acquire capabilities for becoming persons in charge in the future.

Stages	Trainings considered	Targets	Main content and items requesting particular attention
	Natural resources management training	Bureau, land subcommittee	Through the village natural resources management, residents bring out by themselves the problems, and exchanges over the possible solutions and undertake action. Here, it is a matter of an application of the training to leadership at higher level, and time is needed for the effects to come to light.
3 rd stage	Microprojets training	Bureau	People will learn there the set of practical formalities so that the residents decide to undertake by themselves some projects, research of donors and make requests of funds, etc, it will be learned there the methods for holding the documents, people will acquire there some legal knowledge.

1) Accountancy training

The accountancy training is necessary so that the CVGT could run the various projects. In sahelian areas because of late implementation as regards to teaching of literacy, residents' capabilities about reading and writing, but also in calculation are low. Among the CVGT activities, in addition to the fund management, some capabilities are necessary as far as accountancy is concerned, in particular about cereal banks, microfinancing systems, calculation of maintenance charge for vegetable cultivation. For carrying out these activities, there is need in addition to accountancy skills, to be well trained as regards to the filling of invoices and statements, account books keeping, etc., and it necessary to exercise a guidance in a continuous way.

Now, we are going to enumerate the different points which must be integrated at least through this training. In addition to these points, according to the activities undertaken by the CVGT, there is possibility to add books management for ① a cereal bank, ② a mill, ③ vegetable cultivation, ④ sheep fattening, etc.

(a) Objective of the training

The appropriate management of the CVGT depends on the skills to bring to fruition the accountancy tasks. So, the objective of this training is to bring the CVGT according to its accountancy work to be able to take notes, to categorize, and put in order all events concerning the funds .

(b) Methodology

Need be that these information concerning the situation of funds to be passed on regularly to residents, different from the members of the bureau. For that, there is need

to arrange and keep the account books. So, it is compulsory to write all flows of funds about each transaction. For a good management of takings, financial entries and outgoings will have to be compulsory recorded in the books and all documents kept in a safe place.

(c) The accounting documents

There is need to make the auditors understand that these accounting documents are used as proof of entries and outgoings. When we talked about accounting documents we mean receipts, invoices, savings books, etc.

(d) The records in the account book

We have to make auditors understand that there is need to record all entries and outgoings of the CVGT funds, and need be to carry out these records everyday.

(e) The result of the account

Need be for auditors to understand thanks to results of the account if the CVGT has got profits or losses at the moment for closing the account at the end of accounting period. For that, besides the income, it will be registered all the funds outgoings and the auditors will compared them.

(f) The operating account

At the end of the accounting period, we will summarized the results of each activity, and will draw up an operating account. Through this account, we will be able to know if the different activities run by the CVGT are beneficial or in deficit. In view of this account, one will be able to know the activities to be reviewed.

We will make the auditors understand that in order to make things clear about this account there is need to draw up an account for each activity and then to sum up them in a global way.

(g) The credit system

The members of the union can borrow money in case of necessity, or when they are in difficult situation as regards to the funds, or when they want to invest in something and do not have enough funds at their disposal for that.

Auditors 'attention must be drawn over the risks of non payment. There is need to make them understand that the CVGT can decide to ask to the borrower to put some goods at his disposal as security of the loan.

If a loan is granted, it is evident that it is to a reliable person, but there is need to make the auditors understand that some conditions can be required such as consensus agreement of the general assembly in particular, for granting the loan.

In particular if the borrowed amount is important, it is necessary to have the borrower make a written request. We will indicate also that the refunds must be done in respecting the fixed periods.

We will inform again that sustainability of the CVGT depends on the use and management of the funds, and we will insist on the security to be taken and also on the respect of the refunds deadline.

2) Literacy

Schooling rate is low, in sahelian area and number of people do not know how to read, write and calculate.

The weakness of the capabilities as regards to the drawing up of the minutes of meetings, dissemination of fund management rules, dissemination of informations to

the residents, has a negative effects over the operation and management of the CVGT. Compulsory education of children old enough to go to school, who are called on to become the village's leaders is important, but teaching of literacy to adult members of the CVGT who are until now got few opportunities to have access to education is also necessary.

(a) Literacy effects

An organization intervening in a village of Sahel region has decided a target for teaching literacy implemented in this village. The target is to bring the auditors to be able to read a newspaper in fulani. Auditors who were adult volunteers for teaching of literacy activity learned fulani during 80 days (that is to say 40 days twice). The organization has hired a woman teacher and asked her to settle in the village for the duration of the 2 sessions. There are 32 auditors in total, and at the end of sessions 22 of them (of which 7 women) have been succeeded.

The sociological study carried out in the village before the sessions of literacy teaching showed that the majority of villagers have expressed a negative opinion as regards to the idea for sending their children at school. However, on occasion of the implemented literacy activity, the request idea for school construction has gained strength in the village, and a request has been sent to the administrative officials. As a result, a primary school had been constructed with the collaboration of the residents to the works and UNESCO. The school has started to operate since 1999.

As part of the pilot projects, we have undertaken some literacy actions in a village which there is no CVGT at the beginning. These actions have permitted to the residents to reach the level 2, and even 10 auditors among them have succeeded as literacy teachers after teachers' training. This action has continued over 3 years beginning from level 1, then level 2 and ends with teachers' training, and it contributed to the reinforcement of the CVGT activities. These trainings are necessary for the operational reinforcement of the CVGT. The improvement of literacy rate is at the basis of any activity.

(b) The manuals of the Ministry of Basic Education and Literacy

The literacy manuals are available on sale, and one can get them from any organization connected to the MEBA in Ouagadougou. Manuals for literacy teachers are also on sale.

Literacy is done according to three levels : for the first level (introduction to mooré, basic calculation), there is need of 300 hours (48 days).

If we implement projects at the village level with the villagers' participation, the third level is required, but it is difficult for all villagers to reach level 3 immediately. For that, the temporary target is to train literacy teachers in the village, and thus to look for a general improvement of literacy within the whole village through sessions that will be assured by these village literacy teachers.

Any person who has passed already the level 2 can acquire necessary competences for becoming literacy teacher in following literacy teaching training which lasts 3 weeks (at the rate of 7 hours a day) and taking the examination which sanctions the training.

(2) Monitoring and follow-up

It rarely that effects come to light immediately from the simple fact for having received

a training. The related parties must carry out a monitoring in visiting the village regularly, and continue the support according to the results of this monitoring.

If the monitoring is limited to interviews of the participants to the training, it can happen that one cannot grasp the situation as it is. So, there is need to take measures consisting in particular to question people also who do not take part to the training, or again to consult the account books and drawn up documents.

The monitoring must be planned in a way that even if the support is progressively winding down, the activities of the residents do not stop and must be run in an autonomous way. To undertake in an effective way the whole set of support actions, even before starting the support, there is need to determine the support objectives, and to adapt the shape that the support takes in a flexible way to these objective. That allows an effective support in particular, in case several persons are taking part to this support.

6.2.3 The shift from the CVGT to the Village Development Council (conseils villageois de développement (CVD))

The law number 0055-2004/AN by 21 December 2004 entitling the general code of territorial community in Burkina Faso, and the local government services

The law number 0055-2004/AN by 21 December 2004 entitling the general code of territorial community in Burkina Faso stipulates the establishment of rural communes which will be achieved through local elections by February 2006. The CVGT stipulated by the joint order are not established into all villages. The joint order does not make compulsory the setting up of the CVGT, whereas the law 055 makes compulsory the establishment of the village development council (CVD) within all villages of Burkina Faso. In its current situation, the bill over the CVD plans that these CVD should be made of 12 elected members and social and women's groups should be included. According to the current situation of the bill, the CVGT should be repealed, but one can presume that the CVD will have the same organizational operation as CVGT. These CVD will operate also as a basic organization of the local government service.

6.2.4 Organization of the residents and conflicts solving

During the action for organizing the residents, in case where existence of conflict clearly appears between villagers, it is possible through the organization process and the trainings to soothe or to solve this conflict.

The lightening or solving process of conflict is made step by step.

It happens that people, carrying out support for organizing the residents, detect as part of the process the existence of a conflict between residents. It is impossible, in this case to continue the organization process without taking into account this conflict. If one continues the organization process up to the election of the CVGT representatives without dealing with the conflict or again without becoming aware of it, thus the setting up organization risks to operate in a bad way, or even collapse.

However existence of conflicts between villagers must not compulsory drives to deplore. On the contrary, one can say that the fact for having detected a conflict at the first stage of the intervention is rather a chance as well for the related parties as for the

villagers. There are cases, when tackling the solving of this conflict, one could have led to a well operational organization. Solving of conflicts through the organization of the residents is quite possible.

For that, people are using methods allowing to give to the residents who were paralyzed because of this conflict with non-communication habits, an opportunity to start again communication through the task which is proposed to them for the establishment of a new organization, and to draw up a development plan. Furthermore, one can also give opportunity to parties in conflict to carry out a change of attitude, through raising awareness actions.

One can consider the following process for solving conflicts through organization of the residents. The stage 2 and 3 of this process are carried out by the related parties and find position between stage 1 which including collection of information from the residents and stage 4 and 5 which is supported by residents' activities. Actually, the situation of the village and the time where the conflict appeared, vary according to the cases. There is no need to consider the above-mentioned process as an absolute rule.

- First stage : Comprehension of the conflict situation
- Second stage : Analysis of the conflict (including analysis of concerned parties, and analysis of the connections of the problem
- Third stage : Review of the methods for solving the problem
- Fourth stage : Explanation of the problem to the residents
- Fifth stage : Solving of the conflict through activities and actions of the residents themselves.

Within the framework of basic information collection process in a village, the existence of a conflict is detected, one need to collect information about conflicts as well as basic information (first stage).

After that, one will bring up to date the concerning parties of the conflict and will make an analysis from the view point of their number, their social position, their ethnic group organizational structure, the historical backgrounds, their geographical breakdown in the village hamlets, the use of resources, etc.

In this framework, if one sheds light upon that the conflict is based on shortage of water and it appeared between two hamlets sharing the a single well or small-diameter borehole, (second stage), we will be able to consider some possible solutions, namely the introduction within the development plan of an item of water resources development, or again the drawing up of common management rules (third stage). However, the related party must not propose these considered solutions to the residents at the beginning. The party will content itself with residents' raising awareness over the necessity of common consciousness about water shortage and the problem existing between the two hamlets, and residents should be explained that the solution to the problem is going to be found through organizing work, trainings, the drawing up of the village development plan and the carrying out of the projects. That will allow to get a new view of this conflict which was persisting, through a new task proposed to the residents: the village development (fourth stage). For the setting up of the organization, need be for the two concerned hamlets to elect the representatives on an equal basis. Then, during the establishment of the village development plan, residents will be asked to discuss about the ways to solve water matter. Before or after that, one can carry out trainings over the democratic solving methods of problems and the management of the shared resources, etc. If these development actions are

implemented immediately after the establishment of the village development plan, the persons in charge of the CVGT will carry out in a common way the necessary formalities and putting the requests (for projects related to the study mission, establishment of protocol of agreement for pilot projects) into effect. If installation of a new well or small-diameter borehole is possible, opportunity will be given to the residents to hold discussion over use rules of the two water points, namely the old and new wells (fifth stage). Thus, through consultations and actions for solving the problem, the conflict will be solved, and people will be able to carry out in the same time the setting up of the organization, and the development of residents' capabilities.

6.3 The survey of resources

6.3.1 The five resources and the development plan

An effective tool for drawing up the village development plan consists of surveying the conditions of the existing resources in classifying them in five categories (natural, social, human, material and financial resources), and to bring out the insufficient or imperfect resources, and to draw up measures for a rational use of resources, and establish under these basis an investment and support plan.

The « five resources » are a tool summarized by Japan International Cooperation Agency (JICA) in the « guidebook of rural development tools in Africa ». Now we are going to explain the outlines of the process leading from the available resources survey to the development plan establishment:

	Natural resources	Social resources	Human resources	Material resources	Financial resources
Insufficient resources or lack of facilities					
Measures for a rational use of resources					
Investment and support plan for a rational use of resources					

(1) To survey the condition of existing resources, to classify them in five categories and to integrate them in the above-mentioned table.

(2) At the same time of the above-mentioned survey, to make analysis of which related parties can or cannot use the resources and also the using degree of the 5 resources, that is to say to analyze the access conditions to resources.

The introduction of related parties analysis within the analysis of the villages, allows to understand that among the concerned village needs, there are ① some needs of the whole village (needs common to the majority of residents) and ② some needs

peculiar to specific related parties.

(3) To list measures allowing to complement the shortage of facilities, resource by resource and to use these resources in a rational way .

(4) To extract from these measures the content which can be integrated within the development plan.

(5) On this occasion, in case measures concerning specific related parties are eligible, one will make effort as much as possible however, to increase the number of the beneficiary residents to the development. If a support brought to specific related parties can directly or indirectly has positive effect over another category of related parties, the best choice consists of defining parameters of this support in a way to target these related parties.

One will be able to refer to the annexe 2 through which as an example a table summarizing the status of the 5 resources in the target villages of the pilot study and the investments and supports of the pilot study.

6.3.2 Volume estimation of natural resources

To promote measures for alleviating land degradation, it is necessary to survey the available natural resources conditions in a quantified or semi-quantified way, and to grasp the status of degradation in a calculated way, with the purpose to propose alleviating measures in more convincing way.

For this purpose, the two following surveys are effective:

① To estimate from the existing documents the productive potential and the consumption volume of vegetal resources (forest and grassland), and to evaluate the pressure over the environment within the villages.

② Through a survey about the causes of land degradation and the status of alleviation measures, through interviews of the residents over their conception and way to perceive land and resources, to examine some management and using methods of resources adapted to the residents' needs.

(1) Methodology of the quantitative study

1) Estimation from existing documents of the productive potential and the consumption volume of vegetal resources (forest and grassland)

Burkina Faso is divided in four agroecological zones according to flora and rainfall (see figure 6.3.1)

Figure 6.3.1 Agro ecological zones in Burkina Faso



The volume of cubic content of forest and the load capacity of pastures for each zones are already been determined (table 6.3.1 and 6.3.2)

Table 6.3.1 Estimation of the volume of cubic content within the different zones
(Unit:cubic metre/ha)

Zone	Low forest density	Mean density forest	High forest density
North-sahelian sector	0.3-0.5	1	2-3
South-sahelian sector	0.8-1.5	1.5-3	4.5-7.0
North-sudanian sector	3	7.5-8	12-13
South-sudanian sector	4.5	10	16-18

(Source: Projet CAMPUS, 1995)

NB : This estimation of calculating cubic content has been calculated on the basis of a survey for database collection on each site and on a diameter at man height.

Table 6.3.2 Load capacity of pasture per zone

Type of pasture	Load capacity: ha/UBT/year
North-sahelian sector	5
South-sahelein sector	5
North-sudanian sector	2.5
South-sudanian sector	1.3

NB: UBT=Unité de Bétail Tropical

1 bull = 0.8 UB, 1 sheep/goat = 0.15 UBT, 1 camel=1 UBT

In using this standard value, one can estimate the cubic content of forests and the load capacity of grassland of a given region, canton or a village from existing statistical data and the results of surface survey carried out with help of GPS, etc. On the other hand, consumption of firewood is estimated from the number of residents and the annual average consumption by 1 person. The necessary total volume of fodder is estimated from the number of animals, and the necessary volume for 1 animal. We are going to give the example of the evaluation results of the pressure exerted on the environment in Sahel and Middle-north regions :

Forest surfaces are classified through statistics in two categories: savannas and bush woods. If we consider these categories as corresponding to high and average forest density respectively, and if we enter into accounts the remaining surface as low density area, we obtain the cubic content showed in the below-mentioned table.

Furthermore, a survey of the Japan Green Resources Corporation (JGRC which shifted to J-GREEN in the meantime), gives for annual consumption of firewood a volume of 1.14 cubic metres in rural area, and 2.15 cubic metres in urban area. If we use these data for estimating the cubic content of forest and quantity of firewood, we get the table 6.3.3. However, these figures do not take into account the sampling for foreign countries, or use of wood which is different from the firewood one.

If we make an assessment of supply and demand in confronting the load capacity of grasslands and the volume of necessary fodder, one will notice that both regions suffer from overgrazing, but one can assume that the overgrazing degree is highest in the Sahel region than the one of middle-north (Table 6.3.4)

Table 6.3.3 Estimation of the cubic content and the necessary volumes

Province	Surface (km ²)	Areas of savanna trees (ha)	Areas of bush woods (ha)	Other areas (ha)	Estimate d cubic content (m ³)	Population (number of inhabitants)		Necessa ry volumes (m ³ /year)
						total pop.	urban p.	
Bam	4,084	3,606	86,556	321,844	585,606	211,551	17,893	259,240
Namenten ga	6,466	12,366	167,787	478,813	1,945,312	252,738		288,121
Sanmateng a	9,290	119,414	206,087	722,913	3,620,132	464,032	33,958	563,294
Middle-no rth region	19,840	135,386	460,430	1,523,570	6,151,050	928,321	51,851	1,110,655

Province	Surface (km ²)	Areas of savanna trees (ha)	Areas of bush woods (ha)	Other areas (ha)	Estimated cubic content (m ³)	Population (number of inhabitants)		Necessary volumes (m ³ /year)
						total pop.	urban p.	
Oudalan	9,832	0	688,004	295,196	806,082	137,160		156,362
Yagha	6,457		390,261	255,439	1,171,842	116,419		132,718
Seno	6,866	0	390,261	296,339	863,837	201,760	23,768	254,012
Soum	12,205	0	673,434	547,066	892,260	252,993		288,412
Sahel region	35,360	0	2,141,960	1,394,040	3,734,022	708,332	23,768	831,504

Table 6.3.4 Presumed load capacity and necessary volumes

Province	Other areas (Grassland areas) (ha)	Load capacity for hectare (ha/UBT/year)	Presumed load capacity (UBT)	Number of breded animals at present					Necessary volume at present (UBT)	Rate a/b
				cattle	sheep	goat	Equine species	camel		
Bam	321,844	5	64,370	62,112	190,962	263,209	590	0	104,780	61%
Namentenga	478,813	4.5	106,400	169,065	249,205	308,191	353	0	202,493	53%
Sanmatenga	722,913	4.5	160,650	139,206	427,543	503,609	590	0	223,693	72%
Middle-north region	1,523,570		331,420						530,966	62%
Oudalan	295,196	5	59,040	70,851	152,239	294,612	353	8.670	119,326	49%
Seno + Yagha	551,778	5	110,360	356,857	387,547	989,608	943	2.226	453,913	24%
Soum	547,066	5	109,410	171,562	244,962	533,421	825	3.867	235,348	46%
Sahel region	1,394,040		278,810						808,587	34%

Pasture areas are temporary data

2) Survey of land degradation causes and status of measures through interviews

¹ This category recapitulates the category « other areas » of table 6.3.3

In general, the categories of land, the main managers of these lands, etc. are as follows:

Land types :->	Family lands held individually)	Among the lands held individually, lands where farming has been abandoned	Village lands, sacred lands, cemeteries, community lands	Non-cultivated lands which do not belong to any family (pasture lands, forests, non cleared lands
Managers (Middle-north)	Head of family		Landowner	Landowner
Managers (Sahel)	Head of family		Village chief or village administrative person in charge	Village chief or village administrative person in charge
Users (Middle-north)	Families	None	Villagers	Villagers and external users
Users (Sahel)	Families	None	Villagers	Villagers and external users
Transfer of land (Middle-north)	Only by inheritance, borrowing possible		Long lasting borrowing	Can be borrowed as farming lands
Transfer of land (Sahel)	Inheritance, Possible borrowing and sale		Borrowing	Can be borrowed as farming lands

We will shed light, through interviews on residents' understanding and perception about the extent of these lands degradation, and the existence or not of alleviation measures .

The interviews will be carried out in paying particular attention for bringing out the possible differences of degradation rate and alleviation measures according to the category of land managers and users, and according to the different hamlets of a same village, or again the differences in the way to consider land degradation depending on whether the questioned people are women or men. In case the results of the study through interviews show important disparities of the degradation status regarding the categories of land use, one will be able to target actions for alleviating degradation in a way to make them more effective.

Here are examples of points over which the interviews can deal with:

① Among the family lands, lands that the questioned person used (including fallow land)

For each type of use (cereal fields, vegetable cultivation, etc.)

Using period:

Cultivation method (cultivation by family or by individual person) :

Holding method(land belonging to the family of the questioned person or rented one) :

Number of fields and distance as regards to habitation:

Location (name) of the most often used land:

Location (name) of fields for which productivity is mostly decreased for the past ten

years:

The reasons of this fall in productivity:

Countermeasures (in case any measures would not have been taken, why?):

②Lands which are not belonging to any family

By type of use (pasture, cutting of firewood, etc.)

Using period:

Using method (common or individual use) :

Number of lands and distance as regards to habitation

Location (name) the most often used lands:

Location (name) of lands for which productivity has mostly decreased for the past ten years:

The reasons of this fall:

Countermeasures (in case any measures would not have been taken, why?):

③Among the lands held individually, the ones on which farming has been abandoned

(NB Fallow lands treated in ① are not concerned here in ③)

What was the use of these lands before the cultivation withdrawal? :

Approximate date for stopping using the lands:

Holding method (land belonging to the family of the questioned person or rented one) :

Number of fields and distance as regards to habitation:

Reasons of the farming withdrawal:

Causes of these reasons:

Countermeasures (in case any measures would not have been taken, why?):

Is the questioned person ready to give up this land to the village as land to be used for plantation?:

6.4 Establishment of the village development plan

6.4.1 Using methods of the participatory-type development survey, examples

As far as development is concerned, it is necessary to understand in which measure residents of the concerned area are aware of the current status of degradation, and in the same time to know the capabilities of these residents in terms of receptiveness to development.

The participatory-type development survey is a method which has been developed in a way to have the local residents to be at the centre of development and through use of tools such as diagrams and images which allowing the residents who do not know how to read and write to take part, and through a rehearsal of group debates, one will be able to get more practical and more useful information and in the same time the beneficiary residents to development to be able to become aware of land degradation progress. In addition, it is an extremely effective method which allows to make the residents to become aware over the necessity of these measures for alleviation of land degradation and to give rise to the residents the will to take these measures in an independent way.

(1) Points requesting special attention in the study

To implement a participatory-type development survey, there is need to make the residents to be aware of the following points:

- ① The village development is done by the residents themselves.
- ② Need be for the residents to decide themselves about the development
- ③ It is the residents themselves who will take profit from an appropriate management of local natural resources.

From this situation of the residents becoming aware, there is need for the residents to understand the current situation of the village in order to issue the measures to be taken. From that, there is need to implement a development based over priority order of this residents.

However, if the intervention of one or some research workers reaches more important level that it is not necessary, instead of getting frank expression of residents' ideas, we will be able to create a dependent mind, and there is need to make all the possible so that the study will be mainly handled by the residents. Need be to implant a consciousness of problems in the residents' mind, requesting long term solutions and make them becoming aware of the necessity of these measures.

It is natural that residents prioritize measures developing short term effect, and it is not uncommon that they wander from some measures such as plantations which are exerting long term effect.

There are also cases through which residents understand the necessity of these measures, but put them in a little high-ranking priority, showing in this way, that they are not really in need. If we consider the status of residents' poverty, it is not appropriate to quickly judge the fact that they are not seeking for long term measures. In this case, need be for the agents to exert awareness raising in taking into account the time required for getting the residents to become aware about the necessity of alleviation measures, through dialogues with them.

(2) Study process

At first, one or two research workers knowing well the participatory-type development methods survey have to identify the subjects of the study, and researchers converse with the residents with help of tools that we are going to explain below. For the debates we will encourage training of small groups of young or old people, men or women, farmers or breeders or again group which combining several of these categories, so that to allow the villagers to debate in targeting the subject in a right way. A specialist will give information and ask questions so that to allow the debates between the villagers to be emphasized entirely on the current problems of the village. Systematically, the research workers will analyze the collected information bit by bit, and will ask questions in a flexible way in taking into account the residents' reactions. Through a dogged rehearsal of this process, residents will come to understand the current situation and to become aware of the problems and to combat these problems.

(3) The survey tools

Now we are going to give some models of these important tools which allowing to get interest and participation of the residents even they do not know how to read during the carrying out of a participatory-type development survey:

1) Maps

① Social map : Map of the main facilities of the village and relief, etc .

② Resources map: Map representing in a schematic way, the location of the village main resources.

③ Social map of lands: Map showing the possession of farmlands of the different ethnic groups and the different families, and the persons exercising an influence as regards to farmlands.

2) The transect :

Diagram showing the village relief in cross section, and the situation of various resources area by area. It allows to improve the level of knowledge of the residents and their awareness about the environment through the perception of relations between all kinds of elements. It is commonly drawn up with the villagers who well know the resources.

3) The graphs:

These are tools proposing to identify through a diagrammatic representation the reciprocal relations between the analyzed elements. We can quote as an example the Venn graph, which allowing to visualize the persons and the agencies related with the village, and the importance of these relations. Through this tool, we can get some information over internal and external persons and agencies related to the village, and to verify their reciprocal relationships.

4) The calendars:

They are showing the activities of each period, the division in periods is done according to the residents' perception. Calendars allow to know the activities of the residents by age group, sex group, social strata according to seasons or months. One can draw up all types of calendars according to needs such as seasons calendars, farming calendars, works calendars, daily life calendars.

5) The other tools for information collection

① The historical profile :

The historical profile allows to relate the village history and the development of events. In general, we follow a chronologically graduated line, and the events are noted down there for which people remember.

② Diagram tree of problem:

The trunk of the tree represents the problem people dealt with, the roots represent the causes and the branches its consequences. Fruit are added to represent the solving methods.

③ The interviews :

The people who answer can express other things than the response to the questions.

6.4.2 Stages requesting special attention during the establishment of the development plan

① The objectives will be specified according to the problems that the residents of the terroir want to solve in priority. Then, one will identify the basic trends to reach these objectives, and the strategy allowing to carry out that in an effective way.

② To reach the objectives, need be to specify the development practical trends. It is to establish the basic trends in considering the impeding factors in the concerned area and the prior conditions and wonder through which method one will be able to reach the objectives. Then, people will specify a practical strategy for carrying out these trends in an effective way. The implementation of this strategy will allow to reach the objectives.

③ In the past year, in the sahelian area, population has increased and the cultivated surfaces have spread through the change of fallow lands or natural pastures into agricultural lands. However, this situation reduces the traditional fallow lands which followed appropriate period of rest and lands impoverishment is accelerated. Furthermore, the decrease of the fallow period and the recurring cultivation of a single speculation without any dressing of manure is the cause of increasing decline of productivity per hectare. Moreover, the decrease of natural pastures due to the extension of the farming lands and the increase of number of animals bring about more and more important overgrazing, and lands degradation appears on pastures as well as on cultivated lands. Besides, competition between agriculture and breeding which is shown in particular through the damages caused to fields by nomadic or transhumant animals also bring about frequent conflicts turning around lands matters between farmers and breeders, and the lack of an appropriate management of lands is a factor of their impoverishment. Thus, the impoverished lands are abandoned, and this situation speeds up lands degradation in the terroir. To get out oneself from such a situation, and to promote suitable use of lands, it is necessary to establish appropriate lands using plan.

④ At the root, it is necessary to get the decisions related to the use of resources to be taken through residents' consensus. For that, one will carry out an awareness raising, so that the residents propose and conclude a protocol of agreement over the natural resources which specifies the use of terroir natural resources. If there are common used lands managed by several villages, there will be need to conclude a protocol at the interterroir level.

(1) The development objectives

At the terroirs management root, the fact is found that the residents themselves who are establishing the development plans and implement them. However, the present residents from the sahelian area, in addition to the delays as regards to education and technical extension do not have knowledge about the land alleviation measures and their methods, nor means to implement them. Thus, for summarizing the residents' development will under the form of development objectives and development trends, a support and guidance of the governmental departments and support partners are needed.

There is need for governmental departments, etc. to constantly supply information to

residents in a comprehensible way, and to make efforts to have them understand the problems of the current situation, the methods and effects of development, etc. need be also to use images for supplying explanations to residents who know neither to read nor write. At the same time, likewise there is need to undertake actions in particular as regards to residents' education. For that, the governmental departments, etc. will improve the residents' capabilities to become aware of the current situation and will guide them in a way allowing them to think by themselves about the objectives and the trends of development. It is important for all this to be done in an approach which giving the main role to residents and, through which the governmental departments, etc. give advices.

(2) The development trends

The development is based on the terroir management method through which the residents carry out by themselves the assessment of the resources in the terroir, the choice of measures to be taken, the establishment of the plan, its implementation, management and evaluation. However, it is difficult for the residents to be able to ensure all that by themselves at the beginning. For that, it is essential for residents to benefit from help of a support system made of governmental departments, research institutes, NGOs, etc., including also support partners.

One can consider as general objectives of development « the self-sufficiency as regards to food, firewood and fodder ». As « trends » for reaching these objectives, in particular one can consider ① the increase of rainy season farming productivity, ② the development of pastures, ③ the planting of rapid growth species for the production of firewood. The « strategy » allowing to implement these trends would consist of suggesting in particular ① the expansion of the village organization (setting up of the subcommissions), and ② the technical extension reinforcement, and to link these actions to the proposal of various practical projects.

(3) Lands using plan establishment

An appropriate land using plan, allowing to harmonize the use of agricultural, pastoral and forest lands and to avoid land degradation will be established on the basis of natural conditions of relief, pedology, vegetation, water resources, situation as regards to fallow lands, and over the current status of lands use by agriculture, breeding and forestry.

The establishment of the lands using plan will be based on a consensus of the terroir residents, and on the laws related to the land, and over the traditional approach of land development.

As the change of area boundary lines or the land purpose are not easy as regards to legal environment of land system and land perception by the residents, we will try as much as possible to establish lands using plan which does not change the present use.

1) Agricultural lands use

For a sustainable development of agriculture, breeding, and forestry in sahelian area, there is need to look for rational use of natural resources, in particular of land, in combining several forms of cultivation (rice-growing, vegetable cultivation, rainy

season cereal-growing, orchards) adapted to the relief, soil conditions, climates, water resources and to residents' needs. Furthermore, people will use land according to the type which allowing to implement agriculture, stock-raising and sylviculture, through which stock-raising (animal traction, use of animal wastes), and plantations (wind-break, agroforestry) will be in cooperation relationship and mutual complementarity with agriculture.

Lands productivity will be improved through use of manure in particular, lands will be left fallow in surplus, and lands productivity will be recovered in this way.

The lowlands (flood plains) because of their lands fertility and to the easy access to water have important development potential as regards to farming production and their development is extremely profitable from the view point of lands use yield. For these reasons appropriate lands use will be promoted through the establishment of a global system taking into account the sides, and the plateau.

If lands in flood plain are chosen to be developed as farmlands, environmental preservation will be taken into account.

2) Pastoral use of lands

To organize and make pastures more profitable, people will manage them in setting apart in one hand the pastures in sedentary breeding areas (natural pastures near the village, fallow lands) from the pastures in other area of transhumant pastures (natural pastures reserved for transhumance)

For implementing a harmonious use of lands involving breeding, agriculture, and forestry, suitable access corridors will be set up and installed.

3) Lands use in forestry

From the view point of harmonization with agriculture and breeding, people will implement a land use through which types of plantation will be adapted to the different reliefs.

There are possibilities to install individual plantations in fields, around ponds, but on plateaux or strong incline slopes, a work in common is necessary, and it is desirable to allot to these lands a use as community plantation land.

4) The other use of lands

For the expansion of lowlands and development of water supply points through small dams, people will examine the possibilities for using neighbouring lands in a way to allow a use integrating agriculture, breeding and forestry in a harmonized way.

In case people want to recover degraded lands functions through agricultural lands conservation measures, there is often need to implement these measures on lands which are used by several different persons, and therefore people will think in advance to a plan for using the lands.

If an equipment is set up in an area near to the boundary lines of the village, people will verify the concerned boundary lines with the adjoining village. In case these boundary lines are not clear, people will examine the possibilities to introduce "interterroir" concept of integrated management for several terroirs, and the possibilities for establishing intervillage terroirs management (CIVGT).

The location of lands for community use, such as community tree nurseries, vaccination pens, water supply points for animals, etc., will be determined in taking

into account soil erosion and environmental preservation.

For improving circulations effectiveness of productions, from the establishment of the land using plan, it is desirable to reserve lands allowing to install the main access track to the village.

6.4.3 The use of the village development plan

The village development plan is used as compass for the implementation of village development actions, and is necessary for support requests to donors, and the recognition by the provincial committee of national land development (CPAT).

In Burkina Faso, people aim at establishing village development plans by the residents themselves. In villages in which there are not CVGT, these plans are established with the support of consultants, NGOs, or the governmental departments.

A village development plan shows the village development trends and it contains among others the following items:

- ① Estimation of the village resources from results of the diagnosis (paragraph 6.3 above)
- ② As trends of the plan, analysis of the problems, estimation of the potential
- ③ As putting into effect the plan, process, implementation system, budget, monitoring-evaluation.

Furthermore, this village plan is essential for requests to donors and allows through the validation by the provincial committee of national land development (CPAT) to which it is submitted, to get support from this CPAT in case dispute occurs after the development.

(1) Content of the village development plan

Here is now a model showing what must be contained a village development plan:

- 1) Introduction
- 2) Diagnosis
 - (a) Natural environment status
 - ① Relief
 - ② Climate
 - ③ Soils
 - ④ Vegetation
 - ⑤ Water resources
 - ⑥ Fauna
 - (b) Environnement social
 - ① Village historic data
 - ② Population group
 - ③ Migratory tendencies
 - ④ Social organization
 - ⑤ Farmers' organizations
 - ⑥ Partners to development
 - ⑦ Lands use management
 - ⑧ Socioeconomic facilities
 - ⑨ Health conditions
 - ⑩ Education

- ① Hydraulics
- ② Economic activities
- ③ Pastoral, agricultural productions
- ④ Agricultural production materials and inputs
- etc.
- (c) Trends of the plan
 - 1) Analysis of the problems
 - ① Global analysis of problems
 - ② Setting of the main problems to be solved
 - (a) Potential estimation
 - ① Main problems analysis
 - ② Putting in order of the main problems
 - ③ Classification of the activities by order of priority
 - (d) Putting into effect of the plan
 - (a) Organizational system for carrying out the plan
 - (b) Short and middle term plans
 - (c) Financing plan
 - (d) Monitoring and evaluation
 - (e) Conclusion

(2) Validation by the provincial committee of national land development (CPAT)

When the village development plan has been established, people will set in motion the formalities for getting validation from the provincial committee of national land development (CPAT) belonging to the Ministry of Economy and Development and under control of the provincial governor. The CPAT meets about three times a year. Cantonal representatives (future communes) take part to the meetings. The content of the plans is examined and if it is appropriate, these plans are validated. If people get validation of the plan from CPAT, in case in the future following to the development actions, a conflict about lands use arises for example, the CPAT will face up to its responsibilities and will play its role in the solving of the conflict.

6.5 Cooperation with other donors

There are several donors, programmes and projects in areas covered by the UCADR. The UCADR must coordinate their approaches with the various programmes and projects, so that to avoid disparities in the support methods to residents. Furthermore, to undertake rural development with limited fund, need be to work in cooperation with these programmes and projects and get their support. To assure the financing, there is need to maintain a cooperation with several donors and to coordinate the actions.

For that, after having analyzed among others the situation of the natural resources volume in candidate villages to projects, the UCADR must plan the projects in drawing up convincing projects plans .

At the local level, if the UCADR are recognized as effective and positioned as officially acknowledged agencies, one will be able to consider them as official support agencies at

the communal level, that is to say the closest level to residents. When the communes will be set up, the different donors will pass through the communes, so that to carry out or to support village-level or local-level projects. So, the UCADR will have to coordinate the approaches, to consider the relevance of plans of activities, and to play a role of support coordinators to residents.

The other donors, programmes and projects are also possible sources of financial support for activities in the villages. It is important to survey which programmes and projects are existing in the area, to draw up much clear plans of activities and financing plans (in particular, as regards to the support content requested to exterior related parties), and to make support requests to these programmes and projects. For instance, if people plan some recovery activities of glacies, in the Sahel region, a programme to combat silting up of the Niger basin is implemented by the Ministry of Environment and Living Environment and the Niger Basin Authority (ABN). People will be able to request the necessary support to this programme.

In order that the UCADR to implement the rural development in the canton in an autonomous way, need be for the UCADR to plan by itself actions and to make requests to donors for their financing.

6.6 The principles of village contributions

For the carrying out of actions, residents must not have a passive attitude towards support from foreign countries, but rather to take these actions in hand at all levels of the process. To make clearer the residents' involvement (appropriation of actions by the residents), these ones will take in charge a certain percentage of costs brought about by these actions.

(1) The necessity of village contributions

The village contributions are necessary:

For reinforcement of residents' involvement through the actions, their appropriation of setting up facilities, and giving them a sense of their responsibilities.

For keeping the sustainability of the effects of actions in assuring necessary fund for the maintenance.

For the establishment of a village fund allowing the extension of actions.

The collection methods of contributions and their management and use method will be specified by rules which will be established by the village organization.

(2) The principles of contributions

The principle of contributions consists to request to the residents a contribution in manpower, free supply of materials available in the village and financial contribution of some amount for each of the projects. These financial contributions return to the village organization cash box and it is proposed that these funds should be used for projects management (maintenance and repair of facilities, etc.) and also as a micro credit fund for compensation of self-financing of residents taking part to the projects.

Table 6.6.1 Principles for residents' contributions rate (example)

Type of projects	Project	Ex. of contribution	Remarks
Community projects	Strong-community feature facilities requiring intervention of a specialized company	Free supply of manpower 100.000 CFA francs per large-diameter well or small-diameter borehole	Fees for using small-diameter boreholes will be specified, etc.
	Building	Free supply of manpower and materials available in the village (mud soil blocks etc.)	People will collect fees for the building maintenance or contribution from each household
	Materials and inputs for community use	Determined percentage of the purchase price (10%)	
Community/in individual projects	Literacy	1000 francs per auditor In case of a literacy teachers' training, the village organization will take in charge a part of fees.	
Individual projects	Projects contributing to the reinforcement of residents' capabilities (trainings, etc.)	1000 francs per participant	As partial charge payment for food and stationery.
	Projects directly in connection with the increase of individual incomes	Products such as seeds, fertilizers, etc. : 100% For sheep fattening, etc., after sale, purchase price +10% For sustainable materials such as farm implements etc., same contribution to the one of community used-type materials and inputs.	

(3) Management of the contributions

Collection method of contributions

In theory the contributions are collected as follows :

- ① The persons in charge of the village organization meet to decide about the amount

- to be collected and the conditions to be taxable (for example to be at least 15 years old).
- ② For carrying out of community facilities used by a large number of villagers (installation of large-diameter wells and small-diameter boreholes, etc.), the hamlets' representatives establish the lists, collect the contributions and deposit the collected money to the village organization treasurer.
- ③ About projects concerning a well-determined beneficiary residents, the representatives of the concerned subcommittees of the hamlet collect the contributions and deposit money to the treasurer.

Deadline for payment of the contributions

Need be for the contributions to be deposited into the CVGT cash box when profit has been generated from the carrying out of the project. So, the deadline for money payment will defer according to the actions, but it is desirable to clearly specify it for example through "a protocol of contributions payment". A sample of this type of protocol is shown in annexe document 2.

Therefore, there are cases where other projects do not pay out funds for the activities if beneficiary residents do not have deposited some money before the starting of the project.

Our study has shown that it happened that contributions are not paid, and there is need also to examine the possibility to collect the contributions before the starting of the project, as implementing condition of a project requested by the residents.

Management method of contributions

The principle is that the village organization treasurer deposits the contributions into an account opened in the nearest saving institution, and manages the contributions for each project thanks to the cash box book. The management method will be decided by the CVGT.

It is essential that several persons participate to this management, and the control and monitoring committee of the CVGT to carry out periodic checking.

Using method of the contributions

One can plan to use the collected contributions for the continuation of the projects, the maintenance of the facilities, and as starting capital for a village fund.

As far as the continuation of projects is concerned, ① Each subcommittee draws up a plan and ask for fund disbursement to the village organization bureau, ② The bureau examines the request and decides to pay out if it is relevant request.

To increase the starting capital of the village fund, one can plan to deposit there some amount.

6.7 The protocol of projects

Coming to the stage where the plan of projects to be carried out is determined, it is necessary that the UCADR and the village organization to put down their respective commitments in writing as regards to the activities of the projects. This objective is to make the residents and the UCADR to become aware of the responsibilities and duties as regards to the projects, and to give the necessary power for suppressing the movements aiming at the nonobservance of the commitments. This document is the

“protocol of the projects”

(1) The meaning of the carrying out protocol of projects

It is important to identify the respective roles (contributions) of the village organization and the related parties, which allows clarifying each of the concerned parties' responsibilities. A sample of the protocol of projects is shown in annexe document 3.

1) Procedure for signing the protocol

- ① The projects plan is established, and terms of reference are drawn up on this basis by the UCADR.
- ② *The implementation fees of projects are subject to estimation on the basis of the terms of reference, these estimations are examined and the projects cost is determined.*
- ③ *On the basis of projects costs determined in this way, the residents' contributions are determined.*
- ④ *A detailed description of the projects is drawn up in accordance to the determined contributions, and the protocol is concluded by the signature of the chairman of the UCADR and the chairman of the village organization.*

2) The roles of the UCADR and the village organization

The main points to be mentioned in the implementation protocol of projects

Item	Points to be mentioned
Contributions of the village organization	<i>The contributions which must be brought by the village organization to the implementation of the projects are specified in the annexe document entitled «detailed description of rural development projects» Details of the deposit of the contributions and minutes of these deposits</i>
Contributions of the UCADR	<i>The contributions of the UCADR are described in the annexe document entitled «detailed description of the rural development projects»</i>
Role of the UCADR	<i>Within the scope for supporting the concerned village organization, the UCADR carries out through the meetings of the UCADR, in particular, the following roles:</i> <ul style="list-style-type: none"><input type="checkbox"/> <i>Coordination of activities in the fields of agriculture, breeding and forestry</i><input type="checkbox"/> <i>Support and reinforcement of the village organization and its operation</i><input type="checkbox"/> <i>Support to the carrying out of the rural development projects</i>
Use of the contributions	<i>The village contributions are transferred into the village organization management fund. The village organization takes the responsibility to use these funds for the management of the projects</i>
Duties of the village	<i>The village organization has to maintain rightly the</i>

6.8 The carrying out procedure of the projects

The projects are implemented in the village in accordance with the village development plan. The residents cannot carry out the projects by themselves only. They will carry them out with the support of the UCADR. The projects in the village cannot be undertaken only by the residents and the governmental bodies. There is need also to call for NGOs and associations which are also members of the UCADR. Sometimes, people will also call for consultants or building contractors. We are going to describe the procedure to be implemented in the case a project is subject to a financed provision of service to a service provider (NGO/association, etc.), and the points requesting special attention in this case.

The carrying out procedure of the projects and the points requesting a special attention:

- ① Elaboration of the contract and the terms of reference
- ② Selection of the service providers
- ③ Collection of estimations
- ④ Signing of the contract
- ⑤ Supervision of the carrying out of the provision of service
- ⑥ Final inspection, handing over to the residents, beginning of the use

(1) Elaboration of the contract, terms of reference, plan of the building

Here are which points to be included in the elaboration of the contract, terms of reference, and the plan:

1) The contract:

The contract must contain the following items:

- (1) Name of the provision of service
- (2) Duration of the contract
- (3) Amount of the contract
- (4) Regulations :
 - ① Regulations over the penalties in case the provision of service would not have been completed within the allotted time.
 - ② Payment of costs related to damages (including damages to a third-person) caused during the carrying out of the provision of service.
 - ③ Methods and procedure of the final inspection
 - ④ The method for dealing with the possible changes of the content of the contract
 - ⑤ Payment method of the contract amount
 - ⑥ Obligation for nondisclosure of the results of the provision of service
 - ⑦ Cancellation conditions of the contract
 - ⑧ Forbidding to pass on to a third-party the rights and obligations derived from this contract and the impossibility to inherit them.
 - ⑨ Forbidding to subcontract the provision of service as a whole.
 - ⑩ Request of reparation in case a flaw is noticed from the result of the provision of service
 - ⑪ Safety consideration during the implementation period of the provision of service
 - ⑫ The way for solving the disputes over the content of the contract

A practical example of contract will be found in annexe document 4

A point which must be subject to special attention during the editing of the contract is clause insert in case of flaw. Moreover, if the payment method plans an intermediate payment, need be to clearly specify to which conditions this intermediate payment will be done.

2) Terms of reference, plan

They must contain the following elements:

Item	Points to be verified as regards to the relevance of the content of each item
(1) Name of the provision of service	
(2) Execution place of the provision of service	
(3) Scope and content of the provision of service	To indicate clearly the content of the provision of service and its scope If a plan is joined, to clearly point out the scale of this plan and the sizes of the facility
(4) Execution schedule of the provision of service	Is the duration of the provision of service sufficient to reach the objectives
(5) Staff assignment	Regarding the assignment of staff, is the execution schedule allocated a sufficient duration to each task
(6) Equipments and materials	To show the devolution of equipments and materials (what the equipments and materials must be used for, after the provision of service) To indicate the norms to be respected, the delivery method
(7) Result of the provision of service	To clearly specify that the payment will be done as regards to the result
(8) Safety management	
(9) Mutual information system	
(10) Estimation form	This form must clearly point out the quantities of inputs
(11) Other items (Clauses over the management of personal information)	

A practical example of terms of reference will be found in the annexe document 5

A point which must be subject to a special attention during the editing of terms of reference is the fact that it is often happened that NGOs/associations which are not used to establish estimations get the quantities wrong and issued erroneous estimations. One can remedy to that situation in proposing an estimation form which clearly shows the quantities of inputs to be supplied.

If the quantities of inputs must be calculated basing oneself on a plan, one will indicate clearly the scale of the plan and the sizes, in a way to allow the calculation of these quantities, and one will show also the norms to be respected and the specifications for

the finishing.

(2) The selection of NGOs/associations

The selection of NGOs/associations is done according to the method described in chapter 3 (meaning of the use of NGOs/associations).

(3) Collection of estimations

For the projects, one will collect and examine estimations from at least 3 NGOs/associations. In principle, the provision of service is attributed to the lowest bidder.

It is interesting to point out the quantities of inputs of the estimation in the terms of reference that allows avoiding mistakes. A practical example of the method to draw it up will be found in the annexe document 6.

The carrying out of projects in the village is done over the principle of residents' participation. If there is supply of manpower and/or materials by the residents, one will indicate clearly this situation in the inputs.

(4) The signing of the contract

People will sign the contract with the organization having proposed the less high amount. During the signing of the contract, there is need to show to the UCADR that the results of attribution procedure are fair.

(5) Execution control of the provision of service

This control must be carried out in giving special attention to the following points:

- ① Is the provision of service carried out in accordance with the submitted work schedule?
- ② Are the works are carried out in accordance with the plan and the terms of reference?
- ③ Are the specifications and the quantity of materials in accordance with the terms of reference?
- ④ Aren't there insufficiencies in the progress rate of the provision of service?
- ⑤ Is the provision of service carried out in considering the safety management?
- ⑥ Are the submitted reports in accordance with the regulations of the terms of reference?

The control of the execution of a provision of service must be carried out on the basis of clear demarcation of role within the UCADR. If an intermediate payment must be done regarding the verification of the progress rate of the provision of service, one will carry out the payment after having verified the interim report or the progress status at site, and confronting them with works schedule.

(6) Final inspection, handing over to the residents, beginning of the use

When the provision of service is completed, the service provider submits a completion note. The residents and the UCADR carry out a final inspection in the presence of the service provider. If the provision of service has been carried out in accordance with the terms of reference, people carry out the handing over of the result of the provision of

service to the residents and the start to use. From this moment, the facility, etc. will be managed and maintained by the village organization.

(7) Points requesting special attention during the execution of the projects

We have put in order the points requesting particular attention during the execution of projects, following the lessons learnt from the pilot projects implementation. One will find them classified project by project in annexe document 7.

This annexe document explains the outlines of the following items:

- ① How to undertake projects in a sustainability prospect of these projects
- ② How to combine theoretical and practical trainings in the field
- ③ On which points our attention will be turned to during the monitoring in hand
- ④ To which points will be granted special attention for the elaboration of rules.

(8) Establishment of rules for maintenance of facilities

Facilities including infrastructures and equipments that are used in a pilot project should be well maintained under regulations. The rules should be established by members of the relevant sub-committee of the pilot project. For the establishment of rules, the CVGT can consider to ask a help from NGOs or the UCADR. This regulation should be autonomic with people's initiatives, then people respect the rules with the sense of ownership. An example of rules for maintenance of facilities can be seen as Annex deocument 8.

7. Monitoring and evaluation of project

In order to implement the rural development project in a village effectively and efficiently, it is important to provide a project meeting the requirement of the local people, monitor and evaluate the result of the project and apply any lessons or suggestions learned as feedback to improve any following projects.

• Monitoring

We will establish an appropriate baseline, a target value, and a means of measurement upon formulating the project plan. We will monitor the project by using the baseline and the means of the measurement during the project period, check the achievement level of the target, and review the contents of the activities and the plan if required.

• Evaluation

Any project will be evaluated upon completion. If it is necessary, project evaluation will be conducted in the interim phase and we will review the plan.

If the result of the evaluation is not based on reliable and valid information, we will not be able to utilize it to improve the project. In order to provide good evaluation, it is necessary to fill the standard of utility, fairness, neutrality, reliability, and participation from local people.

• Utility

It is necessary to formulate an execution plan for monitoring and evaluation together upon formulation of the project execution plan.

The evaluation result should be plain, convenient and useful. To achieve this, it is necessary to clarify the purpose of the evaluation, and to hold views on the purpose of the evaluation.

• Fairness and neutrality

In addition to the counter party of the project concerned, a third party from Rural Development Council or an external consultant should participate in the process.

It is necessary to evaluate projects impartially in a neutral standpoint. By keeping the fairness, it will be possible to secure the reliability of the evaluation information. It is necessary to conduct hearings from wider range of parties involved in addition to any specific person or organization involved in the project.

• Reliability

Execution of technological training concerning evaluation etc.

In order to obtain evaluation information with high reliability, an evaluator should have expertise of the field to be evaluated, and be well informed of a scientific examination method. As a result of the objective analysis of such an evaluator, it will be possible to provide information with high reliability.

• Participation from local people

Use of questionnaire sent to local people

Local people should play a major role in any rural development project, and it is indispensable that the local people would participate in the evaluation. Evaluation information should be utilized not only by the supporting side, but also by the party being supported.

7.1 Evaluation of unit activity

We should see the unit activity as a forum for discussion between representatives of the CVD of each village's Rural Development Council and administrative officers, extension officers, and NGO or supporters of association on the same footing. In order to advance the local-people-driven rural development project, it is necessary to check regularly whether the unit is doing proper activities or not, and correct any problem if any.

Therefore, any unit will monitor the status of its own activities regularly, and will be evaluated by an evaluator of the Rural Development Council.

Evaluation index concerning unit activities (Examples)

- If it properly and proactively conducts the management solution of the UCADR the content of the meeting, or the activities provided by the extension officers on site considering the local conditions and local people's intentions.
- Upon planning of any rural development project plan, if the unit prepares the proposal based on proper process considering the status of the resources in the region as well as the local people's intention.
- If activity plan of the whole unit and each constituent member's independent activity plan are on the common ground with consistency and each actor liaises with others.
- If the roles of the administrative officers, the extension officers, NGO, the person in charge of the association and CVGT are articulated and if the locus of the

responsibility is clear.

- If each constituent member can supplement the lack of words and the expertise mutually, and act proactively for the problem solving?

7.2 Evaluation of Administrative Ability Improvement Program

Regional Department of Agriculture, Hydraulics and Halieutic Resources will offer Training for Participatory Approaches for Rural Development and Technical Exchange Meeting in order to improve the extension officers' ability to facilitate the local people and the specialized technology.

As for the Administrative Ability Improvement Programs, the effectiveness will be evaluated if the extension officers could master the contents, or if the theme of the training can help problem solving on site.

Evaluation result will be reflected in the planning of the next Administrative Ability Improvement Program.

7.3 Evaluation of project

As for an individual business of the rural development project, performance level of each goal will be evaluated, and monitored / reviewed if the community association has acquired the management ability of the project.

It is necessary to reflect the result of the monitoring of the project in operation on the execution of the project immediately.

Also, the evaluation executed at the end of fiscal year will be reflected in the project execution plan in the following fiscal year.

7.4 Evaluation of NGO and association

As for NGO and Association that will support any project execution outside of the extension officer's expertise, other unit constituent members will evaluate these. In addition to the evaluation on the execution status and result of the project, it will also evaluate if it has played any useful role as a constituent member of the unit.

The evaluation result will be considered upon selection of NGO and association in the subsequent project executions.

7.5 Examples how to set up evaluation index

Followings will show the examples how to set up the evaluation index.

Evaluation index (example)

Item	Index
Unit of Coordination for Actions of Rural Development (UCADR)	Village development plan prepared by the support of CVD is to be adopted by CPAT. Extension officers and NGO and Association will articulate their roles, prepare the activity plan, and execute the project according to the plan.
Exchanges meeting between UCADRs	The solution obtained from the information exchange will be utilized, and the unit is managed independently.
Technical Exchange Meeting	(X) % or more of participating extension officers

		<p>master the technical information.</p> <p>Extension officers will engage in technology transfer mastered to the local people.</p> <p>It will advance test and research suitable for farmers' needs.</p>
Training for Participatory Approaches for Rural Development		<p>Facilitating ability of the extension officers will be improved.</p> <p>UCADR will adopt the participatory development method, and attempt the improvement of the support system for the local people.</p> <p>(X) % of extension officers participated in the training can use the technology as per the participatory method on site.</p>
Management support for community association	Support for establishment	<p>CVD organization is established, and its internal regulation is formulated.</p> <p>Data concerning five resources is collected.</p> <p>The development basis plan of the village is formulated.</p> <p>Members of CVD can manage its own accounting and run a conference.</p> <p>The local people centered on CVD can proactively manage the resources of the village.</p>
	Management support	<p>The general meeting of CVD and the activities of each subcommittee are held proactively by the local people.</p> <p>Rules will be revised proactively by the local people.</p> <p>Local people's contribution will be managed mainly by the local people.</p> <p>Resources of villages will be managed mainly by the local people.</p>
Improvement of crop during rainy season		<p>Participating farmers accept the superiority of the improved seeds and obtain these voluntarily.</p> <p>Compost tank is maintained and the compost production will be done by local people's labor.</p> <p>The local people can execute the improvement crop during the rainy season independently / continuously.</p>
Vegetable farming		<p>The management rule of an agricultural subcommittee is formulated.</p> <p>Harvest grows by 20%.</p> <p>Training participant's cultivation technique will be improved, and the cultivation will be done continuously.</p> <p>The local people visited can execute the vegetable cultivation activity independently/continuously.</p> <p>Cash earnings are secured by the vegetable farming, resulting in the stability of farmers' income.</p>

Fattening sheep	<p>(X) local people participate in training for fattening sheep. (X) sheepfold(s) will be constructed. Producer prepares (X) ton of hay. (X) People engage in the fattening activity. (X) sheep(s) are fattened. X% of person will continuously be involved in the fattening activity.</p>
Forest resource management	<p>An environmental subcommittee functions, which is esteemed highly. Inform half of local people of the forest resource management rule thoroughly. Half of training participants conduct the sapling production and afforestation. Improvement of the forest administrator's development methodology ability participated by the local people.</p>
Natural resource management	<p>Village concerned will be identified and a committee will be set up in each village. The agreement for the use of pasture will be formulated. The rule is thoroughly informed to 50% of local people. The plan is formulated considering the amount of the resource.</p>
Farmland maintenance	<p>Master the technology of the stone masonry line with a simplified contour line measuring device. Installation of the stone line is executed by the labor offered. Rules for usage and management are observed, contribution is paid, and a new farmland management/maintenance activity will be executed in the area larger than () ha by the local people.</p>
Cereal Bank	<p>Cereal Bank is constructed by the local people's labor, and the local people will start the operation. Cereal Bank will be operated and managed mainly by the local people.</p>
Literacy education	<p>(X) person(s) pass the end-of-course exam (level x) provided by DPEBA. More than half of directors of CVGT can keep the minutes of meeting and account book.</p>

	<p>The participation rate of the women improves to (x) % upon reelection of CVGT directors next time.</p>
Improvement of female's income	<p>(X) % of the women who were trained by the training will continue the production activity in the village.</p> <p>Income of the acting women improves by (X) % in comparison to the period before the commencement of the activity.</p>
Repair and maintenance of road	<p>Repair and maintenance of road is executed by the local people's labor.</p> <p>Rule for maintenance and management is observed, contribution is paid, and the maintenance is managed by the local people.</p>
Water Resource Development	<p>The local people's labor will be provided for the maintenance of well.</p> <p>The maintenance and management activities are executed by the local people including a new well maintenance plan and the repair, etc.</p>

8. Dissemination to surrounding villages

8.1 Process of project expansion

It is necessary that the unit is positioned properly in terms of the system in the framework of the country of Burkina Faso's administration while the rural development cooperates with ministries and agencies involved.

Also, it is necessary first to reinforce the ability of the parties concerned such as the local people, the administrative officers, and NGO which are responsible for the rural development as for the desertification prevention measures. This process should be developed by On The Job Training with step-by-step process, though it will take more time.

(1) Systematic positioning of unit

The unit will be established at a county level. Under the Law of Decentralization, it is determined that a county equals to a commune. After 2006, it has been decided that the rural development will be advanced mainly by the commune. However, it is expected that the preparation of the development plan at village and county level and the implementation of the development plan are difficult even though the commune starts.

For the time being, the head of the department will support the rural commune on the administrative side until the commune picks up steam. The unit will be represented by the head of commune and consist of administrative engineer in agriculture, pastoralism and forestry, village representative (CVD), and NGO. Also, it is positioned as an aid agency of the commune.

It is recognized that the unit is indispensable organization in the development support of the commune, and Ministry of Land Administration and Decentralization has issued an instruction to the Governor of Regions in order to position the unit systematically according to the prefectural ordinance. During the research period, the establishment of the unit was institutionalized according to the prefectural ordinance.

Ministry of Land Administration and Decentralization is studying if the unit can be positioned systematically in the action plan reinforcing the commune. Also, in the future, it is necessary to position the unit as a reinforcing and aid agency of the commune for decentralization, according to a joint ministerial ordinance of the four Ministries involved such as Ministry of Agriculture, Hydraulics and Halieutic Resource, Ministry of Administration and Decentralization, Ministry of Animal Resources, and the Ministry of the Environment and Life.

(2) The desertification prevention measures will be executed by step-by-step method.

Examination of promotion system for the desertification prevention measures has been executed in five years and an aid agency has been established to promote the desertification prevention measures in four prefectures and four counties of central northern area and Sahel region centered on the unit. Through OJT, holding of Technical Exchange Meeting, and execution of training, 4 leaders of Agrotechnology Support Zone (ZAT), 3 persons of UCADRs of Technical Assistance (UAT), 4 ZATE

leaders, 4 SDECV, 2 persons from Rural Society Extension and Guidance Sections (SAC/MR), 4 directors of DPAHRH and 4 heads of departments have gained the ability to execute, manage and evaluate the project.

In the future, unit of 4 prefectures and 4 counties being as the core, it is necessary to spread the desertification prevention measures through the execution of the pilot project in surrounding prefectures and counties. It is impossible to expand the project suddenly nation-wide or to Sahel and the entire central northern area land. The promotion of the desertification prevention measures should be executed by the participation of the local people to keep the permanency. In order to do this, it is necessary to attempt the improvement of facilitation ability of the administrative officers including the extension officers on the local people. Additionally, it is necessary to attempt the improvement of the community association's ability of the village that will receive the support. It will take time to improve the ability of the administrative members including the extension officers and the community association. It is necessary to attempt gradual step-by-step expansion of the project.

8.2 Concrete measures of dissemination to the surrounding rural areas

The execution of following six items will be required as the concrete measure, in order to disseminate desertification prevention measures to the surrounding rural areas.

- 1 To train extension officers in the surrounding counties as rural development facilitator.
- 2 To hold UCADR as a forum for the information exchange and cooperation.
- 3 To operate and manage an concrete project by taking advantage of the operation guidance.
- 4 To conduct project by taking advantage of the guidance of teaching material and the teaching material for technology diffusion.
- 5 To execute farmer to farmer project.
- 6 To always attempt the ability improvement of the extension officers.

Leaders of ZAT, ZATE, and SDECV of the four advanced prefectures and four counties will be facilitators, to instruct the project execution, management, and the evaluation to other county extension officers etc. Rural areas can be categorized as follows: 1) village that CVGT hasn't been established (including any village where the activity hasn't been done, if established), 2) CVGT are established, where the development basis plan is formulated, and 3) villages with advanced development supported by other donors. The unit will adopt the project support system matching the needs of various villages under development level.

The pilot project will concretely be advanced according to the following roles and the procedures.

(1) Training of Facilitators

Leaders of ZAT, ZATE, and SDECV of advanced 4 prefectures and 4 counties will become lecturers, and hold the conference for guidance and training to the extension officers of any prefecture and county that haven't executed the experimental proof

regarding the outline of M/P (proposal), the project management, and lessons and assignments obtained through the implementation of the management and execution of the experimental proof. In the training session, participants will be invited from the prefectures and counties that haven't executed the experimental proof project to any village where the experimental proof project has been executed.

A concrete content of guidance is as follows.

- 1) Explanation of outline of M/P (proposal) (including operational guidance and guidance of teaching material)
- 2) Management of operation of the project
 1. Method to select villages
 2. Method to formulate the basic plan for the development based on method participated by the local people
 3. Preparation of specifications for project execution and selection of NGO
 4. Method to request the implementation of project to the supporting donor
 5. Management of project execution
 6. Evaluation of project
- 3) Lesson and problem obtained from project execution
- 4) Hands-on experiences upon formulating project scheme

After finishing classroom lecture, participants will select the village as the subject of the project, and actually experience from the survey of natural resources, the preparation of project scheme, the request for support to other donors of the project, and implementation/evaluation of project.

- (2) Holding of "Exchanges meeting between UCADRs" attempting the cooperation of unit

Upon mutual project advancement, it is necessary for multiple units to pursue better project operation by exchange information on 1) the solution for the existing problem, 2) any successful project case, and 3) any failed project case. Therefore, "Exchanges meeting between UCADRs" will be held regularly (About twice a year).

- (3) Management of project by taking advantage of operational guidance

The operational guidance was prepared as execution guidance for three programs constituting M/P in "Survey on promotional system". We have included lessons learned from the implementation of experimental proof project how it is to be considered in a series of flow from the implementation, management and evaluation of the project. By taking advantage of the operational guidance, the pilot project will be executed. If there is any inconvenience in the content of the operational guidance, it will be revised properly.

- (4) Use of Guidance of teaching material and teaching material for technology diffusion

The Guidance of teaching material is a teaching material used when the extension officers and NGO, etc. explain to the local people for a technological dissemination. The teaching material for technology diffusion has many illustrations so that the local people can easily understand the contents. These teaching materials will be used to implement the pilot project. It will be revised, if required.

(5) Technology transfer from farmer to farmer

If the local people are not sure about the effect of the project, they will not start the project quickly. They will not start it until they can directly visit the advanced examples, or listen to the people in the advanced area on their actual experiences. They will work on the technology transfer project from the farmer to farmer based on the advanced examples of 4 prefectures, 4 counties and advanced 17 villages. By directly listening to the mechanism of the project implementation, problem area of the project implementation, and the effect of benefit from farmers of the advanced counties, participating local people, participating local people's motivation will be driven. As a result, we will attempt its dissemination to the villages in the surrounding area.

1) Training in advanced area

In addition to the visit to the village of the project site worked in the survey, we go to the advanced area further to attempt the technology transfer from farmer to farmer. Visit to the advanced area will be executed by the representative of the subcommittee of CVGT.

(6) Ability improvement of extension officers etc.

Upon commencement of project, the followings will be implemented: 1) Participatory approach by the local people, 2) Technology to execute / monitor the overall rural development across multiple-field such as agriculture, pastoralism, and forestry, and 3) education of the local and training concerning the community association. Also, we will provide intensive training for project management / operation participated by constituent members of the 4 advanced units as lecturers based on the operational guidance prepared by survey.

Also, as for the expertise of the extension officers newly participating, it is not possible to improve their ability only from the implementation of projects. Technical Exchange Meeting and the training for the ability improvement of the extension officers will be provided based on the dispatched experts from the test and research organization etc.

1) Technical Exchange Meeting

Technical Exchange Meeting will invite the lecturer from the test and research organizations such as INERA and BUNASOLS, to request their lectures on any theme suitable for the needs of the local people, to attempt the ability improvement of extension officers, and to help the dissemination of the technology on site. Technical Exchange Meeting will be held twice a year.

2) Training for Participatory Approaches for Rural Development

Training for Participatory Approaches for Rural Development will be offered as intensive one-week program including classroom lecture. Afterwards, OJT training will be executed in a selected village for about one week.