

## 7. Institutional aspects

### GOVERNMENT SUPPORT

When executing environmental protection and rehabilitation programmes, it is important to have a clear picture of the national coordination body set up by the government and responsible for implementing national policies.

Mechanisms for consultation and coordination with the lead agency must be established to ensure that project activities are in line with the national strategy concerning desertification control and sustainable natural resource management.

### Basic and refresher training of staff

Foresters responsible for execution of the approved programmes receive ongoing practical training on the various aspects of sand encroachment control and silvopastoral development, especially:

- understanding of the wind phenomenon, the origin and dynamics of sand and its encroachment;
- the approach, strategy and methodology of action to combat sand encroachment;
- techniques for the installation and maintenance of mechanical dune stabilization works, seedling production, planting and plantation management.

These experts in turn train field workers and the guards responsible for surveillance of plantations. They also take part in the work meetings and field visits organized by the technical services of the government authorities concerned, with a view to raising the awareness of community leaders, NGOs, etc. In addition, they help in the teaching and on-site application of techniques for sand encroachment control and sustainable environmental protection.

Briefings on the various technical approaches during national and international workshops and seminars play an important role in boosting the capacities of technical staff.

### Contacts and support activities

A policy of close collaboration with national and international institutions (UNDP, FAO, WFP, cooperative agencies, etc.), civil society and the target population is vital for the success of any desertification control programme.

### Dissemination and extension of advances

Publication and dissemination of experience and advances in the development of techniques, interventions and approaches are important, both nationally and internationally.

In this connection, reports, PowerPoint or other presentations, leaflets and posters presenting the experience and results obtained in nurseries, mechanical and biological dune fixation, plantation management and protection and participatory planning play a major role in mobilizing and supporting all those involved.

### ADMINISTRATIVE SUPERVISION AND PROJECT MANAGEMENT

#### Administrative supervision

Once the plan of operations for the project has been approved and signed by the various partners (donor, officer responsible for execution and government body with counterpart responsibility), a work programme and budget concerning objectives, activities and results to be achieved are drawn up at the start of each financial year. The annual plan covers:

- the programme of work for the nursery (number of seedlings to be produced for each species) and the calendar of activities to be undertaken (repair of infrastructure, installation of windbreaks, purchase of seed, supply of substratum, preparation of seed beds, filling and installation of recipients, sowing, watering, stripping of root systems, plant health treatment, various types of care, and guarding);
- surveying and mapping of the area(s) selected in the project intervention zones;
- mechanical stabilization work to be carried out (harvesting of mature stands, transport and installation of the plant matter collected for the construction of fences, and, if necessary, internal wattling);
- inception and duration of planting and restocking (watering and transport of seedlings selected in the nursery, on-site distribution, staking out of lines where seedlings are to be planted depending on the planned density, planting itself and, if rainfall is poor, supply of water to each seedling);
- needs in terms of staff and the corresponding budget for the nursery, work in the field and guarding;
- other activities to be pursued during the current season (meteorological studies, participation of technical staff in national and international seminars and workshops, training of the labour force, meetings with local communities, etc.).

The plan also covers:

- the timetable of work (Annex 2, Table 1) in terms of objectives, outputs and activities: for each activity, the responsibilities of the various engineers, technical experts and others will also be listed; management activities (six-monthly and annual reports, budgets, technical support and evaluation missions, etc.) are also given in this table;
- the contribution of the donor government (Annex 2, Table 2): detailed budgetary division regarding technical and field staff, administrative staff, national and international consultants, training within the country or abroad, permanent equipment and expendable items to be acquired, operation of fleet of vehicles and office expenses, etc.;
- the contribution of the national government;
- the contribution of the official partner(s).

### Project management

In order to achieve the immediate objectives of the project, it is vital to ensure a sound management of technical and ground staff and the corresponding budget so that the activities laid down in the plan of operations can be carried out.

At the start of and during each financial year, various factors must be known and monitored.

- Requirements in terms of staff for each activity and an estimate of their cost (Annex 2, Table 3): The total number of person-days for each activity (nursery, field work, guarding, administration) and the relative budget estimates must be included in the annual plan of work, together with the contribution of the donor government (Annex 2, Table 2). In the case of projects executed under government supervision, according to the national labour code, a fixed-term work contract must be drawn up, laying down the responsibilities and duties of both employer and workers, and this contract must be signed by the interested parties, with the involvement of the National Labour Office.
- The annual production of seedlings in nurseries (Annex 2, Table 4): Production is recorded according to species, production method and size of the area to be planted.
- The number of person-days and weekly progress on activities regarding mechanical stabilization in the project intervention zones (Annex 2, Table 5): At the end of the season, this table shows the number of linear metres per person-day for the

installation of fences (boundary, counter-dunes and internal wattling), information important in establishing the cost of the activity per hectare and planning the allocation of staff for future planting seasons.

- The balance sheet for planting and restocking on each planting area (Annex 2, Table 6): This shows the number of seedlings planted or replaced for each species and the cost per hectare in person-days, and allows an estimate to be made of the length of future planting seasons, depending on rainfall.
- Records of the monthly wages of field staff in nurseries, dune fixation and guarding (Annex 2, Table 7): These important records tabulate, for each worker, the number of days worked, the gross and net wages in local currency and United States dollars, the amounts allocated for employer's social security contributions and leave paid by the project, and the national social security contributions paid by the staff themselves. These records are signed by the project director and the worker at the time of payment, thus avoiding any argument between the parties involved until the end of the stipulated contracts.
- The number of person-days and the monthly cost of nursery and fieldwork (Annex 2, Table 8): This table allows analysis during the year of the number of person-days used and the expenditure involved, for comparison with the annual budget forecast given in Annex 2, Table 3. It is clear that the final balance must be positive or nil, even if one activity shows a negative balance.
- The monthly and annual balance sheet of project expenditure, broken down into the various budget items (Annex 2, Table 9): The budget forecasts mentioned in this table are compared with actual expenditure, thus allowing a clear picture of the monthly and annual balance for each expenditure item. The balance may be negative within an individual item, but the overall balance must be positive.
- The annual acquisition of equipment, non-expendable and expendable items (Annex 2, Table 10): At the start of each financial year, an inventory must be taken of stored material, so that a list can be made, on the basis of the budget allocated for this purpose, of the new equipment and supplies to be purchased for the anticipated work.

The various tables are regularly updated so that progress on all the activities planned annually by the project (seedling production, mechanical stabilization, biological fixation, forest harvesting, protection of treated areas, etc.) and the sums allocated for these can be monitored against budget forecasts. The tables also show the importance of the daily, weekly, monthly and annual collection and compilation of data, starting with team leaders, then technical staff, for eventual computerization by those responsible for programme coordination.