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LIST OF ACRONYMS

- ITTA : International Tropical Timber Agreement
- CVD : *Comité Villageois de Développement* (Village Development Committee)
- FAO : Food and Agriculture Organization of the United Nations
- FC : *Forêt classée* (Gazetted forest)
- MERF : Ministry of the Environment and Forest Resources
- ODEF : *Office de Développement et d'Exploitation des Forêts* (Forest Development and Exploitation Agency of Togo)
- ITTO : INTERNATIONAL TROPICAL TIMBER ORGANIZATION
- PAFN : National Forest Action Plan
- PRAF : Reforestation and Forest Management Project
- PNAE : National Environmental Action Plan
- PNUD : United Nations Development Programme

MAPS OF THE PROJECT AREA

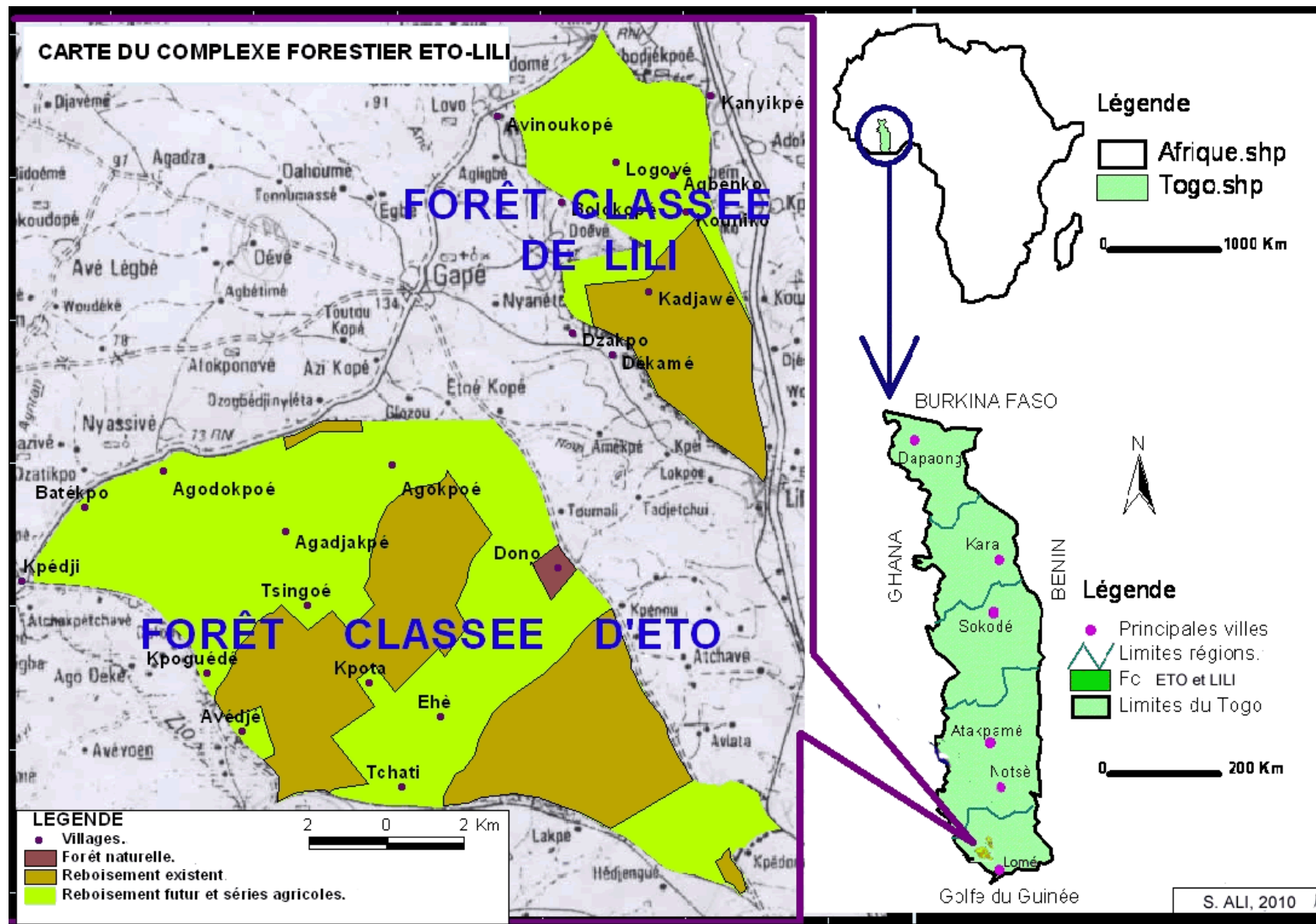


Figure 1: Map of the Eto-Lili forest complex

PART ONE: PROJECT CONTEXT

1.1. ORIGIN

As elsewhere in Africa, population growth coupled with poverty in Togo has reduced the capacity of access to land by people who, taking opportunity of the social and political crisis of 1990, engaged in uncontrolled encroachment and settling of forest lands, including the Eto and Lili gazetted forests. In addition, people are frustrated for not being involved in the management of forest resources. Other problems will follow suit such as illegal logging, arson and illegal allotment of land, threatening the survival of the ecological values of these protected areas.

With the financial support of ITTO, Project PD 217/03 Rev.2 (F) followed an approach focusing on the communities in relation to the forest resource base and forest services. A mutual consultation framework was established to improve the somewhat strained relations between the communities and the forestry departments for a sustainable and participative management of two timber producing gazetted forests.

At the closure of the project, whose completion report has been submitted to ITTO in January 2010, we can see the installation of a climate of trust between the communities and the forestry department officers following the establishment of a number of agreements:

- The identification of a percentage of income derived from the use of forest resources to be diverted to the communities;
- The identification of a land-use plan demarcating the blocks of farm land to be apportioned to the communities;
- The reinvigoration of local organizations likely to actively participate in the conservation of the resource base;
- The establishment of a management committee for the Eto-Lili forest complex;
- The proposal of a set of statutory enactments (two governmental decrees and three orders) to ensure a legal framework for such agreements.

All these provisions are effective tools to secure the sustainable management of the Eto-Lili forest complex, but their implementation would require expertise and financial inputs. This justifies the present project proposal which is in fact a logical continuation of PD 217/03 Rev.2 (F) to complete past efforts and consolidate what has been achieved.

1.2. RELEVANCE

1.2.1. Conformity with ITTO's objectives and priorities

The project is consistent with the following objectives of the Article 1 of ITTA, 2006:

(c) Contributing to sustainable development and poverty alleviation;

The project will conduct its activities enabling it to contribute to socio-economic development, thereby leading to an improvement of ecological conditions. Specifically, this project will generate more public participation and community ownership and empowerment over forest resource conservation actions, from which socio-economic and environmental impacts these communities can benefit through the implementation of agreements entered into during the first phase of the project.

(d) Enhancing the capacity of members to implement strategies for achieving exports of tropical timber and timber products from sustainably managed sources;

The integration of local populations in forest resource management will allow such conservation and sustainable management. This will increase the availability of timber and service wood to the country and facilitate the planning of timber processing and marketing.

(j) Encouraging members to support and develop tropical timber reforestation, as well as rehabilitation and restoration of degraded forest land, with due regard for the interests of local communities dependent on forest resources;

The two gazetted forests within which the project will be executed are currently the subject of a reforestation program. Indeed, the illegal encroachment and settling of these forests by communities practicing agriculture, charcoal making, construction, etc.. have degraded the forest lands. These areas will be rehabilitated through intensive reforestation actions requiring the involvement of such communities.

This project is also consistent with expected result 5 of ITTO Action Plan, 2008-2011: "*Tropical forest resource better secured*"

- *in its Action C "Contribute to national and international efforts in the prevention and management of forest fire for which the member country (Togo) has the duty to "Undertake measures for the prevention and management of forest fire"* The project for this purpose, includes a planned activity to control forest fires with the support of the communities. **Capacity building during Project Year 1 for fire-management organizations and the fire-control equipment to be acquired will help reach that goal;**
- *in its Action F « Support studies and other activities for the effective role of forest-dependent indigenous and local communities in securing the PFE as the tropical timber resource base and contributing to poverty alleviation for which the possible action by the member country is to "Identify and implement innovative and socially sound interventions that contribute to poverty alleviation and improved livelihoods for forest dependent people while securing the tropical timber resource base".*

The farmland blocks provided for as well as control of discounts and protection premiums will significantly reduce the population pressure from surrounding communities on both plantation forests and natural forest stands. This will make effective any action to restore ecosystems.

1.2.2. Relevance to the submitting country's policies

The Togolese policy in respect of forest resources described in the PAFN TOGO Report is based on the optimal and conservational use of these resources, taking into account the current status of the resource base. Its goal is to recover the socio-economic and ecological balances through:

- preserving the land estate, biological assets and rebuilding their productive potentials,
- combating environment degradation and desertification,
- contributing to food production through an efficient interaction between forestry and agricultural techniques,
- contributing to the improvement of the living conditions of the communities, while ensuring the sustainability of their basic needs for forest products and by-products.

the Government of Togo, due to the precarious status of the country's forest sector through the early three 5-year plans for economic and social development (1966-1970; 1971-1975; 1976-1980) and its National Forest Action Plan (PAFN), has expressed its commitment to increase the plant cover from the currently estimated 8% to 30% as recommended by FAO, through the following actions:

- The rehabilitation and management of natural plant communities and the development of land improper or ill-suited for agriculture through the establishment of forest plantations.
- The re-introduction of trees in farmlands through the development of rural forestry and agro-forestry.
- The conduct of forest inventories with the assistance of UNDP during three (3) years for a total cost of USD 1.775 million including USD 0.6 million as counterpart Governmental contribution;
- The creation of the *Office de Développement et d'Exploitation des Forêts* -- ODEF (Forest Development Authority) in 1971 in order to implement State-level reforestation programmes.

Four other plans have been or are being developed to tackle deforestation including inter alia:

- The National Environmental Action Plan (PNAE) developed and validated;
- The National Agricultural Development Plan (PNDA);
- The National Forest Action Plan (PAFN), currently being updated;
- The National Action Plan to Combat Desertification (PANLCD), validated.

In addition, a national reforestation programme covering the 2009-2029 period in support of past actions is about to be finalized.

Note, however, the adoption of Act No. 2008-005 of 30 May 2008 on the Framework Law on Environment and Act No. 2008-009 providing the Forest Code whose respective enactments are currently being development

Thus, the objectives of this Project are fully in line with the national tropical timber policy.

The ITTO has funded several projects in Togo and some of these projects can inspire us to implement this project. These include the following:

- **PD 217/03 Rev.2 (F) Establishing a Cooperative Framework between ODEF and the Communities Living in the Eto-Lilicope Forest Complex for the Sustainable Participatory Management of this Complex which is under implementation with a number of provisional outputs that can be built upon:**

- the knowledge of the local conditions prevailing in the project area and data relating to the local population have been improved;
- an atmosphere of trust has been established between ODEF and the communities in and around the project area; this helps establishing a cooperation framework for collaborative management in the Eto and Lili Gazetted forests;

The predictable lessons to be expected from these outputs and results are as follows:

- Local forest-dependent communities are ready to collaborate on condition that they be considered as partners;
 - Direct communication with the communities helps reducing misunderstandings or confusions;
 - Capacity-building among the communities through training in participatory management tools is a prerequisite to their involvement in development activities.
- **PD 197/03 Rev.2 PD 197/03 Rev.2 (F) Support for the Implementation of a Sustainable Forest Development Master Plan in Eco-floristic Area IV, Togo**

In addition to these results, the lessons drawn from this project are as follows:

- a sound communication strategy has greatly contributed to the success of this project involving several stakeholders ;
 - forest studies are highly instrumental for minimising environmental impacts;
 - the tenure issue is the cornerstone in any reforestation development project;
 - organising communities who have a deeply individualistic outlook, into organised groups is a long-term effort.
- **PD 30/96 rev. 3 (F) de "Project for a 2,500 ha Timber Production Plantation in the Reserved Forest of Haho-Baloe (Plateaux Region - Togo)" :**

The lessons drawn after completion of this project are as follows:

- During this project, three groups of community nursery operators were created. They are the «*Association des groupements pour la production des plants forestiers*». After project completion, these groups of producers will sell their production to private planters and NGOs.
 - Fire-control brigades set up by the communities still exist and are efficient.
 - Trails built and rehabilitated are now used as communication links between the villages and the urban areas.
 - Owing to the participatory Haho-Baloé Gazetted Forest management experience, the Forest Administration is now aware of the paramount importance of surrounding community involvement in the management of protected areas.
 - There was a need to train community nursery managers, community bee-keepers, fishery operators and to provide guidance and support to the communities in participatory, sustainable forest management.
- **PD 9 /99 Rev.2 PD 9 /99 Rev.2 Sustainable Management of the Missahoe Reserved Forest forestry Resource with the Participation of the Local Rural Communities for an Optimal Timber Production (Kpalime, Togo)**

The experience conducted under this project has created local reference data in terms of participatory management by establishment a permanent consultation platform.

The lessons learnt include the following:

- The 9-month long, preparatory phase of the Project provided the foundations for the success of the project: outstanding results through sound planning ;
 - The approach followed enabled the creation of an atmosphere of trust between the forest administration traditionally regarded by the local communities as a repressive entity, while the communities were held as an enemy of the forest by the former. This translated into a frank and respectful mutual collaboration between the different stakeholders. The highly intensive communication between technicians and village community members is a requirement for disseminating technical, social and management ideas;
 - The training and self-evaluation workshops helped all stakeholders to become somehow aware of their respective responsibilities ;
 - The project teams in charge of forest management must include forestry executives having sound competence in technical, social, and project management aspects;
 - The existence of a Forest Fund constitutes and represents a structural element for the post-project situation;
 - The constant diligence, attention and dedication of the forestry agency to ensure the sustainability of project activities can be defining factors for the successful completion of the project.
- **Project PD 51/99 Rev.2 (F) "Support to Grassroots Forestry Promotion Initiatives in the Yoto Area (Togo)":**

Lessons drawn from this project are as follows

- the involvement of the communities has led to an effective mobilisation and participation which have been the highlights of this project implementation ;
- the acceptance of and support to the objectives of the project by grassroots actors have helped minimise investment costs and maximise the results;
- Project co-management has made it possible to test SFM collaboration in the forests of Togo; The Government/NGO/Local communities partnership should be encouraged and highly recommended as part of the nationwide projects to promote the experience cross-exchanges and building on the results of experience.

It is important to bear in mind that as part of its cooperation with ITTO, Togo hosted a "national training workshop on the use of the new ITTO manual for project formulation" between 5 and 7 May 2007.

We stress that this project has been prepared using the guidelines of the ITTO Manual for Project Formulation and the ProTool software.

1.3. TARGET AREA

1.3.1. Geographic location

The Eto Lili forest complex is located in the Zio Prefecture of the Maritime Region and lies between 6 ° 26 'and 6 ° 38' north latitude and between 1 ° 11 'and 1 ° 20' east longitude. It covers an area of 14,720 hectares including the 10,920 hectares of the Eto gazetted forest and 3800 hectares for the Lili forest. The two gazetted forests are separated by a strip approximately 7 km wide consisting of private estates and fields.

1.3.2. Social, cultural, economic and environmental aspects

1.3.2.1. Social, Cultural and Economic Aspects

The communities

The Eto-Lili forest complex is populated by a population estimated to number 19,959 inhabitants in 2006, including 14,762 people (i.e. 75.52%) in Eto and 5197 inhabitants (i.e. 24.48%) in Lili (socioeconomic studies, project PD 217/03 rev. 2 (F)). These communities are established in and/or around the forest complex.

Tenure systems

Despite population pressures, there is a keen sense of land conservation duty in these communities within the project target area, because of the homogeneity of the population, and recent awareness of the state-owned status of the forestry complex. History teaches us that inheritance is the most common mode of land acquisition in the area. Land acquisition through purchase or donation is no longer practiced in certain villages where land has become increasingly scarce.

There are two forms of land use:

- The *faire valoir direct* (owner-operated farming) -- which is the direct use of one plot of land by one rightful claimant subject to no land-use fee,
- The *faire valoir indirect* (tenancy farming) with sharecropping as sole method, practiced under different forms, including:
 - The sharecropper develops a parcel of fallow land and when the plantations become productive, the owner and the sharecropping tenant share equitably the harvested products or alternatively, the owner takes two thirds (2/3) where the sharecropper had moved in when the plantations were already in production phase
 - For timber exploitation, the sharing of proceeds is done equitably between the land owner who pays the logging permit, the logging operator who owns the logging equipment and logging workers.

It should be noted that since the forests of Eto and Lili were gazetted in 1952, they have been technically insulated from human activities under law. However, farming enclaves were provided under the gazetting terms and conditions as part of tenure securing measures for the local communities and under the Taungya-type of farm land development policy.

Cultural Aspects

In cultural terms, the communities living in the area are organized into cultural associations. This includes “tam-tam” playing associations, local football teams etc.. Tam-tam playing is a social dynamics and group facilitation tool. It can mobilize large populations during traditional festivals, religious ceremonies, funerals, helps maintain community chests, and contributes to construction or rehabilitation of housing or schools, etc.. GAZO and BOBOBO are varieties of tam-tam games widely practiced in the area. The main traditional festival is Ayizan.

Economy

The economic activities of the Eto-lili complex are organized around agricultural production, livestock, hunting small game, marketing and manufacturing of local products and crafts.

Agricultural plant production (food crops and perennial crops) occupies nearly 94% of rural households. Some rural households readily combine several activities to a greater or lesser extent. Some farm households may indeed engage, on a part-time and / or temporarily, in crafts production and / or trade. In purely agricultural terms, nearly 60% of households produce only crops and vegetables, while about 35% combine crop and livestock production. Farmers who practice livestock farming exclusively are few. Livestock farming is mainly mall-scale household husbandry. The cattle are owned by the Fulani nomads who settle in the forests. Their presence means crop destruction for the local communities.

In terms of food production, activities are organized primarily around the maize, cassava, beans, yams, tomatoes, nuts, millet, tarot, plantain and vegetables. They are grown either as pure cropping or as mixed cropping.

Regarding perennial crops, the production of palm oil is the most significant.

In terms of the forest products harvesting, it is noteworthy that the production of timber and firewood for local populations is low. Some private plantations of teak and eucalyptus have been reported. However, charcoal production and firewood and timber marketing have been noticed in some places. This situation is being promoted by large timber carrying trucks accessing the area and the lack of supervision over timber production and marketing activities.

In terms of fire control activities, the villages are still surrounded by a green belt maintained by the communities. They establish extensive firebreak and during the dry season, they maintain a state of permanent monitoring in the village to issue any fire warning.

1.3.2.2. Environmental aspects

The Eto-Lili complex spans five (5) cantons (administrative districts): Gblainvié, Gapé, Bolu, and Agbélouvé Tsévié.

Climate: The whole area has a Guinean equatorial climate with four (4) seasons (two rainy seasons and two dry seasons) and rainfalls ranging between 1000 and 1200 mm and approximately 90 days of rainfall annually.

Hydrography: The forest complex is bordered to the west and east by rivers Zio Tamagni, Golopé and Atatohuin (for the Eto gazetted forest) and rivers Lili and Kouni (for the Lili gazetted forest). Each of these rivers has a low flow – Zio (5-10 m³ / second) and Lili (1 to 5 m³ / second).

Vegetation: The area is covered with trees shrubs and grasses form of thickets and forest degradation. It should be noted that the area is undergoing a spirited rapid deforestation for fuelwood, charcoal and timber. This induces a process of savannah. Today, naturally occurring, indigenous tree species such as *Cyperaceae* are dwindling in number and exotic species such as *Teak*, *Gmelina* and *Eucalyptus* introduced by ODEF are becoming more widespread. The communities grow oil palm and banana trees.

1.4. EXPECTED OUTCOMES AT PROJECT COMPLETION

This Project will implement participatory management agreements in the Eto-Lili complex to produce the following outcomes:

- The stabilization of ecosystems owing to the absence of arson and illegal logging operations;
- Controlling the use of the forest area through a secured land tenure for local communities;
- Improved living conditions of the communities through a co-management system;
- Operationalising of joint management institutional framework for the forest complex.

These outcomes will be achieved through two major outputs:

- Collaborative management prospects are known by stakeholders and land-use plans implemented. The activities to be executed to achieve this output will include i) awareness-raising for at least 90% of the communities and other stakeholders within the forest complex. This will enable them to better take part in both project and post-projet activities ; ii) boundary demarcation for farmland blocks within both forests will help stamp out the confusion (conflicting claims) over land parcels when the communities access farm lands ; iii) the allocation of 30% of land (i.e. 3,615 ha in Eto and 1,123 ha in Lili) to local communities in the form of leaseholds to let them use land parcels for agro-forestry activities and/or building social/community infrastructures whose management will be conducted under contractual clauses.

- Institutions and local organizations' capacities developed and operating smoothly

The activities aimed to achieve this output are as follows: i) the development and adoption of articles of associations and bye-laws for the management committee. These texts will enable the Committee to become functional and independent including after the project; ii) reinvigoration and formation of all fire-control/fire-management brigades and anti-theft brigades by providing them with operational tools and equipment; this will lead to a new start and better operational standards for these brigades, through which the total area of forest land affected by wildfire will decrease from 210 to less than 50 hectares.

PART TWO: PROJECT RATIONALE AND OBJECTIVES

2.1. RATIONALE

2.1.1. Institutional set-up an organizational issues

The Project will be implemented in the Eto-Lili forest complex, Togo.

ODEF, a public institution with industrial and trading purposes, established under Decree N° 71-204 of 13 November 1971 and having a corporate status, administrative and financial autonomy, will therefore be the structure hosting the Project.

The Ministry of Environment and Forest Resources will be the governing institution of the Project. A project implementation structure will be created within ODEF. This structure will be based in Davié (25 km from Lomé) at the Maritime Region Directorate, about 10 km from the project area.

The contribution of other institutions (both governmental and non-governmental) to the implementation of this Project will be of a multidisciplinary nature; this contribution will take shape mostly during the implementation of capacity-building actions and mutual consultation workshops. For this purpose, the Project will establish collaborative links with the public sector and non-governmental institutions in the area in terms of food security, community organisation and training and natural resource management.

The Management Committee will play a significant role in the implementation of this project.

2.1.2. Stakeholders analysis

The stakeholders targeted by this project are the local communities of the Eto and Lili gazetted forests, the social and natural environments of the Zio Prefecture, the forest resources administration, local NGOs and the donor institution (ITTO).

- **Stakeholders' need for change**
- **Local communities of the forest complex**

During the first phase of the project, the local communities of the Eto and Lili forests have expressed their needs for land to sustain their farming activities. Subsequent the development of land-use plans validated in workshops during the first project phase, they cannot use the parcels identified as their farming blocks due to the lack of boundary demarcation. Some communities use this as an excuse for continuing the illegal occupation of forest land out of greed, and show their impatience to see the farming blocks effectively delimited and allocated to them.

- **The administrative authorities of the Zio Prefecture**

Forest land occupation by the communities have had and continue to have dramatic impacts at the prefectoral level. First there are socio-economic impacts: they are the different conflicts between the communities and between the communities and the forest administration personnel, and subsequently environmental impacts due to timber harvesting and land clearing practices undertaken amid a confusion between farmlands and areas earmarked for enrichment planting projects. Consequently, the administrative authorities of the Prefecture, who are always prone to facilitate the process as it was during the first phase, eagerly await the implementation of existing agreements to put an end to these various conflicts.

- **The Forest Administration (ODEF)**

It goes without saying that the Forest Administration (represented by ODEF), which is responsible for the management of the forest complex, is aware of the potential risks to which the participatory process initiated in 2006 has been exposed, and consequently of the threats to the future of the forest complex and the risk to have the process reversed back to square one. Therefore, since the completion of Phase I activities, ODEF, though its field workers has not interrupted the awareness-raising campaigns and has continued providing assurances to the communities on the forthcoming implementation of established agreements, while submitting financial support requests to the State and the donor community, which will help ODEF to build upon the outcomes of Phase I. Therefore ODEF will remain the second stakeholders' group.

- **Local NGOs**

Together with local institutions, they are local stakeholders whose prime objective is the well-being of communities. They are active in the area of health, agriculture et infrastructures. They were involved in the process during the mutual consultation workshops and the incorporation of their priorities in the local social environment is eagerly pursued. Concerned as they are to preserve social peace in the local environment, these NGOs and local institutions have welcomed the process and are ready to lend an hand to support this second phase of this process in order to reduce risks and contingencies.

- The donor institution (ITTO)

Though the funding ITTO provided to Phase I of the project, ITTO welcomed and accepted the change planned at local level to secure the forest resources of the country. The support provided to this process together with the follow-up to Phase I are indications of the commitment of this institution to achieve the project objectives.

- Level of consensus achieved between stakeholders

During Phase I of the project, a series of mutual consultation workshops have followed to reach a number of agreements. These agreements have been based on a consensus among all stakeholders and have been validated in April 2007. Presently, the expectations by the various parties revolve around the continuation of the process initiated by the implementation of existing agreements. During an awareness-raising tour undertaken in December 2009, the communities have expressed their impatience to see, inter alia, the farming blocks demarcated, assistance provided to the grouping and syndication of CVDs (Village Development Committees), the operationalization of the management committee established during Phase I, through the finalization of legal texts proposed for this purpose.

- Roadmap to ensure the involvement of stakeholders

Although the continuation of this process is everyone's expectation, there will be a need to gather all stakeholders and remind the objectives pursued as well as the means and timing to achieve them and secure the contribution of all (role and responsibilities). This will be done through the first project activity (outreach/awareness-raising, workshops) which is to provide a reminder to all stakeholders of the participatory management visions at local level. Subsequently, the main issue will be to make the management committee operational – the management committee being the supreme body to establish the rules to govern its operation. All parties being represented in the M.C., its operation through the holding of regular meetings provide a permanent framework for consultation and arbitration between all parties.

The first rank beneficiaries of this project are concentrated among the communities living within the forests or elsewhere but having had an history of property ownership within the forests before the forests were gazetted. They are basically those farmers operating in these areas to whom farming blocks are to be allocated and who will also benefit from capacity building training. The second recipient is ODEF in the Maritime Region, which is responsible for the management of those forests. Forest lands under ODEF responsibility will thus be demarcated and ODEF personnel will be spared further encroachments by the local communities. These two groups of stakeholders will be directly involved in the implementation of the project.

Table 1: Stakeholder Analysis Table

Stakeholder group	Characteristic	Problems, needs, interests	Potentials	Involvement in project
Primary Stakeholders				
Local communities and local civil administration	Poverty-stricken, illegal farming, forestry activities not advanced	Scarcity of arable land, casualties caused by bush fires, exposed to the impacts of climate change	Control over the causes and origins of bushfires, sources of local manpower,	<u>Direct beneficiaries of project actions, including through farming blocks, and capacity-building training programs</u>
Forestry Administration, Togo State	Sponsor development and management of forest resources	Difficulties in achieving sustainable management of forest resources, and promoting participatory approaches	Expertise and equipment available; own gazetted forest estates	<u>Direct involvement in project implementation and second-rank recipient through the material demarcation of forest lands, and stronger forest protection</u>
Secondary stakeholders				
NGOs	Concerned about the well being of local communities, initiators of poverty alleviating actions	Difficulties to control actions undertaken by the communities, environment conservation actions rendered useless by arsonists.	Advocacy campaigners, most aware of community and environmental issues.	Key stakeholders in the participatory approach, <u>subcontractors of development activities</u>
INTERNATIONAL TROPICAL TIMBER ORGANIZATION	Promoting the development of the tropical timber economy	Anxious for Togo to reach the 2000 objectives	Financial resources, technical support	Project funding, monitoring and evaluation

2.1.3. PROBLEM ANALYSIS

The Eto and Lili forests (gazetted in 1952) demarcated forest areas which, since the 1990s, have been affected by serious problems originating from the lack of effective involvement of surrounding communities in their management. These problems can be summarized as follows: Frequent illegal logging operations for fuelwood and charcoal production; repeated encroachment of protected land parcels in the search for fertile, arable soil; high incidence of bushfires deliberately lit for hunting, land clearing, or to interfere with the forestry services.

All these issues have led the Forest Administration to submit the project titled *"Establishing a Cooperative Framework Between ODEF and the Communities Living in the Eto-Lilicope Forest Complex for the Sustainable Participatory Management of this Complex"* whose funding in 2006 by ITTO and the Government of Togo has helped clear the ground by creating awareness among the communities of the danger associated with the wasting of forest resources by instilling the concept of participatory and sustainable management of this resource base. Moreover, it helped the Forest Administration better understand the physical and human environments of these forest estates and gain a better grasp of the causes behind the pressure on forest resources.

Today, it is clear that after this project, some issues are not definitively resolved while others arise. They are:

- the failure of the prospects for collaborative management including land use plan developed during the first phase of the project ;
- operational failures in local institutions and organizations established and / or revived during **the first phase of the project, such as the local management committee and the fire brigades and anti-theft patrols.**

All this has put in doubt and damaged the trust established between the communities and forest officers in the first phase, leading to the return (although in a subdued form) of the pressure on forest resources.

This project will therefore initiate the implementation of agreements entered into between the communities and ODEF and bring forth the outcome of the participatory process initiated in 2006.

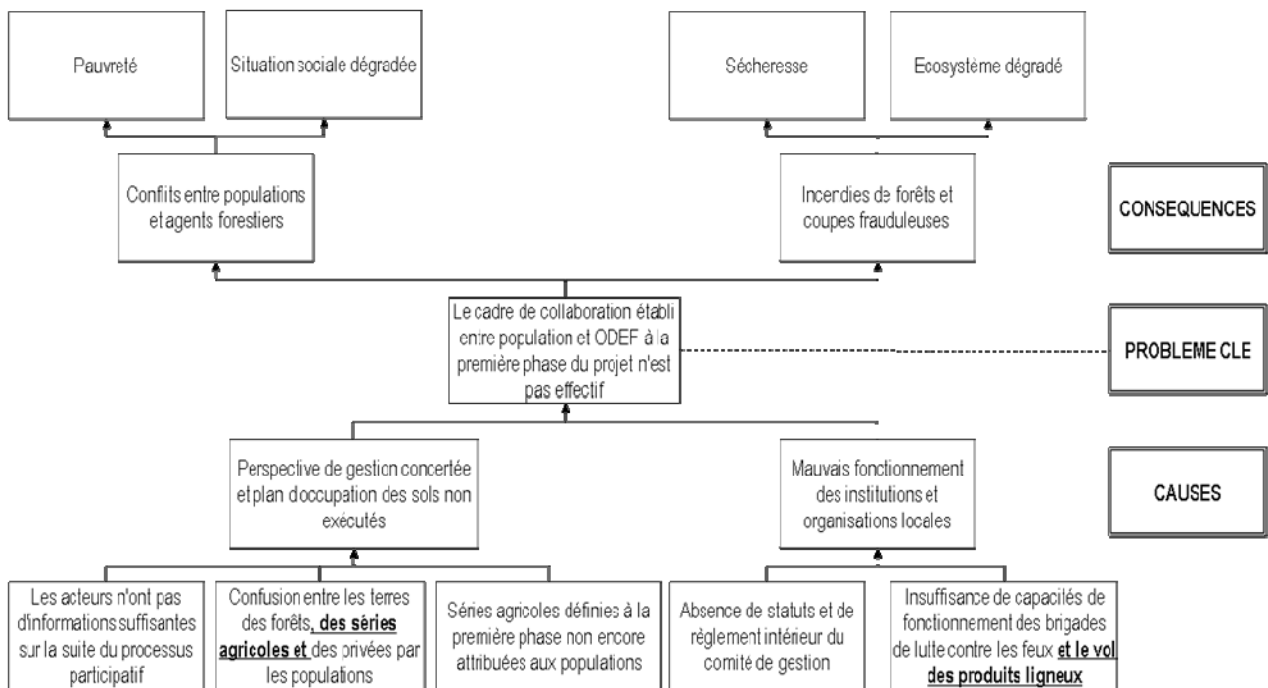


Figure 3: Problem tree

Pauvreté: Poverty / Situation sociale dégradée: Degraded social conditions / Sécheresse : drought / Ecosystème dégradé : degraded ecosystem

Conflits entre populations et agents forestiers : / Incendies de forêts et coupes fauduleuses :
Conflicts between communities and forestry officers / Forest fire and illegal logging

CONSEQUENCE: CONSEQUENCE / KEY PROBLEM: KEY PROBLEM / CAUSES: CAUSES

Le cadre de collaboration établi entre population et ODEF à la première phase du projet n'est pas effectif:
The framework for collaboration established between the community and ODEF in the 1st phase of the project is not effective

Perspective de gestion concertée et plan d'occupation des sols non exécutés:
Collaborative management approach and land-use plans not implemented

Mauvais fonctionnement des institutions ou organisations locales: Inadequate operation of local institutions or organizations

Les acteurs n'ont pas d'informations suffisantes sur la suite du processus:
Stakeholders not provided with adequate information on the next steps in the process

Confusion entre les terres des forêts, des séries agricoles et des privées par les populations: Communities confuse forest lands, farming blocks and private lands

Séries agricoles définies à la première phase non encore attribuées aux populations:
Farming blocks identified in the 1st Phase of the Project yet to be allocated to the communities

Absence de statuts et de règlement intérieur du comité de gestion:
Lack of Articles and Conditions and Rules of procedures for the Management Committee

Insuffisance de capacités de fonctionnement des brigades de lutte contre les feux et le vol des produits ligneux:
Lack of operational capacities of fire-control brigades and brigades to combat the theft of timber products

2.1.4. LOGICAL FRAMEWORK MATRIX

Project components	Indicators	Means of verification	Assumptions
<p>Development Objective: Sustainable and participatory management of the Eto-Lili forest complex for timber production.</p>	<p>1) The rate of plant cover in the Eto and Lili forests increased from 45 % to 70% of the total area by 2030</p> <p>2) The socioeconomic conditions of Eto and Lili communities have improved from the 2010 levels</p>	<p>1) Report on national forest statistics</p> <p>2) Field level surveys</p> <p>3) Annual UNDP Reports</p>	<p><u>1) The State maintains its strong commitment to empower the communities in the management of the forest estate.</u></p> <p><u>2) The Communities remain true to their commitments and this commitment is transferred from generation to generation</u></p>
<p>Specific Objective: Established cooperation between the communities and ODEF for the collaborative management of the Eto-Lili Forest complex operational</p>	<p>1) At the end of the project, at least 90% of stakeholders working together,</p> <p>2) The average annual number of trees illegally felled is reduced from 6 to 2 per hectare, i.e. from 88,320 to 29,440 trees for the two forests,</p> <p>3) the annual area burned is reduced from 210 ha to 50 ha</p>	<p>1) Reports and minutes of meetings</p> <p><u>2) Progress reports</u></p>	<p>1) ODEF remains the manager of the Eto and Lili forests</p> <p><u>2) All communities find their interest in the process</u></p>
<p>Output 1: <u>The collaborative management prospects are known to stakeholders and the land-use plans are implemented</u></p>	<p><u>1) At least 90% of the communities are informed of and have agreed to the continuation of the participatory process at the close of the first 2 month of project life;</u></p> <p><u>2) All boundaries of the 2 forests and farming blocks are materialized by 39 large-sized landmarks and 269 standard landmarks at the close of the first year of project life</u></p> <p><u>3) At the end of the 15-month project life, 30% of forest land – i.e. 3615 ha in Eto and 1123 ha in Lili -- allocated to local farming households</u></p>	<p>1) Progress reports</p> <p>2) Project progress reports and NGO reports</p> <p>3) Signed farm land occupation contracts</p>	<p>1) The decrees and orders amending the forest laws and regulations are signed</p> <p>2) Effective mobilization of local communities</p>

<p><u>Output 2: Increased capacities and smooth operation of local institutions</u></p>	<p>1) The Management Committee of the forest complex has its Articles of Association, Rules of Procedure and executive officers</p> <p>2) 100% of the fire and illegal logging control brigades have new knowledge and equipment to protect plantations</p>	<p>1) Articles of Association and Rules of Procedure, Minutes of the constituent meeting</p> <p>2) Project Progress Reports.</p>	<p><u>1) Solidarity among the local communities</u></p>
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2.2. OBJECTIVES

2.2.1. Development objective and impact indicators

The overall aim of the project is to implement the sustainable and participatory management of the Eto-Lili forest complex for timber production.

Impact indicators are as follows:

1). The rate of plant cover in the Eto and Lili forests increased from 45% to 70% of the total surface area by 2030.

2). The socio-economic conditions of the Eto and Lili communities have improved compared to their 2010 level.

2.2.2. Specific objectives and outcome indicators

To make the cooperation established between the communities and ODEF for the collaborative management of the Eto-Lili Forest complex operational. After the fifteenth month of the project, all farm lands are demarcated and allocated to the communities, the management committee is operational and the teams to control wildfire and illegal logging activities are set up and equipped.

Outcome indicators are as follows :

- 1) At project completion, at least 90% of stakeholders collaborate ;
- 2) The annual average number of illegally felled trees per hectare is reduced from 6 to less than 2, i.e. from 88320 to less than 29440 for both forests;
- 3) Forest areas burnt each year reduced from 210 ha to less than 50 ha

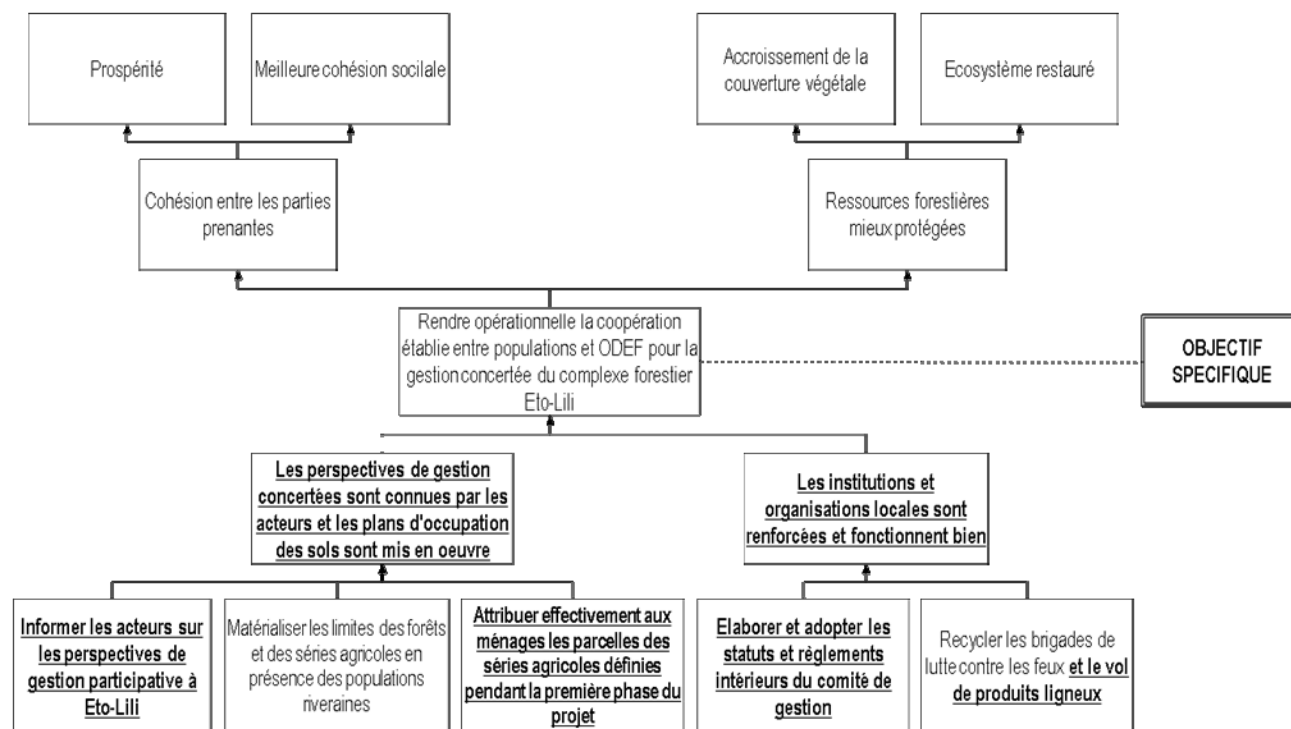


Figure 4: Tree of objectives

Prospérité: Prosperity / Meilleure cohésion sociale: Stronger social cohesion /
 Accroissement de la couverture végétale: Increased plant cover / Écosystème restauré: Restored ecosystems
 Cohésion entre les parties prenantes: Cohesion among stakeholders /

Ressources forestières mieux protégées: Forest resources better protected

Rendre opérationnelle la coopération établie entre populations et ODEF pour la gestion concertée du complexe forestier Eto-Lili: To make the cooperation established between the communities and ODEF for the collaborative management of the Eto-Lili Forest Complex operational

OBJECTIF SPÉCIFIQUE: SPECIFIC OBJECTIVE

Les perspectives de gestion concertée des forêts classées sont connues par tous les acteurs et les plans d'occupation sont mis en œuvre:

The collaborative management prospects are known to stakeholders and the land-use plans are implemented

Les institutions et organisations locales sont renforcées et fonctionnent bien:

The capacities of institutions and/or organizations are increased and they operate smoothly

Informers les acteurs sur les perspectives de gestion participative à Eto-Lili: To inform stakeholders of participatory management prospects for Eto-Lili

Matérialiser les limites consensuelles des forêts et des séries agricoles en présence des populations riveraines: To materialize the consensual boundaries between forest lands and farming blocks in the presence of local communities

Attribuer effectivement aux ménages les parcelles des séries agricoles définies pendant la première phase du projet: To effectively allocate to households the farming block parcels identified during 1st phase of the project

Élaborer et adopter les statuts et règlements intérieurs du Comité de gestion : To develop and adopt the Articles of Association and Bye-Laws for the Management Committee.

Recycler les brigades de lutte contre les feux et les coupes frauduleuses et le vol de produits ligneux: To retrain forest fire brigades and brigades to combat the theft of timber products..

PART THREE: DESCRIPTION OF PROJECT INTERVENTIONS

3.1. OUTPUTS AND ACTIVITIES

3.1.1. Outputs

The Outputs expected from this project are as follows:

Output 1: The collaborative management prospects are known to stakeholders and the land-use plans are implemented

This approach were identified in consultation workshops after which they were translated into formal agreements (see workshop report of April 12, 2007) and land use plans (workshop of 19 October 2007). All stakeholders are reminded to execute all activities under this output and will be briefed as follows:

- The occupation of inhabitable areas on forest lands is organized in an orderly way;
- Forest boundaries are known and materialized;
- The payment of taungya premiums is made at regular intervals;
- A public information system aimed at the communities is established and is operational;
- The parcels of farming blocks are materialized and allocated to households;
- The communities are supported in seeking financing for their micro-projects;
- The issue of stray transhumant animals has been adequately addressed;
- The management of private forest plantations is effective and satisfactory to all;
- People receive rebates following the exploitation of Eucalyptus and other species
- Etc.

Output 2: Increased capacities and smooth operation of local institutions

The Eto-Lili forest complex currently has its own management committee established during the first phase of the project (see mutual consultation workshop of 25 January 2008) and fire and illegal logging control brigades whose actions must be strengthened (cf. Workshop April 12, 2007). Thus the following situation is expected after the achievement of this Output:

- The management committee has its rules of procedure and is operational. This will be the permanent management and monitoring structure for the agreements entered into during the first phase of the project.
- Brigades to protect operational plantations then must have their capacities built-up (organization, strategy and resources) to further reduce forest fires and illegal logging activities in these forests.

3.1.2. Activities

Activities to be conducted during the project and necessary for achieving the above outputs are as follows:

Output 1:

- Activity 1.1: **To inform stakeholders on the participatory management prospects of the Eto-Lili complex**
- Activity 1.2: **To materialize forests and farming blocks boundaries in the presence of local communities**
- Activity 1.3: **To effectively allocate to households the farming block parcels identified during 1st phase of the project**

Output 2:

- Activity 2.1: **To develop and adopt the Articles of Association and Bye-Laws for the Management Committee**
- Activity 2.2: **To retrain forest fire brigades and brigades to combat the theft of timber products..**

3.2. IMPLEMENTATION APPROACHES AND METHODS

The Project site has two areas delineated as gazetted forests. These areas are home to young plantations of teak, eucalyptus groves with residual natural gallery forests.

These two areas are distant of approximately 7 km (Eto gazetted forest and Lili gazetted forest), therefore, the actions will be conducted as if it were a single zone.

The whole set of activities planned under the project will be conducted within a partnership framework between the Forest Administration and local communities with the involvement of other stakeholders. This will address Principle 8 of ITTO Guidelines through Recommended Actions 24 -- "Identify all local stakeholders and facilitate consultations for decision-making and planning at a landscape level" and 25 - "Create opportunities for the economic empowerment of all forest-dependent local stakeholders".

The tasks to be executed during the project for the effective implementation of agreements between ODEF and local residents are as follows:

- Organizing a series of outreach tours among the communities and NGOs involved, reminding them of key findings and outcomes of the first phase of the project;
- Recruitment of an NGO specializing in mapping and civil engineering to install concrete posts and signposts along the boundaries of the gazetted forests and farming blocks , in the presence of representatives of ODEF and the communities;
- Recruitment of another NGO active in land-use planning and management that will make a census of household residents, on the basis of which it will proceed with the apportioning and allocation of farming blocks. These farming blocks will address the shortage of farmland and uncontrolled encroachment of forest lands;

The development of Articles of Association and Rules of Procedure and training of members of the Management Committee by the same NGO will make operational this committee hitherto dormant from a lack governing rules and experience;

The reactivation of plantation protection brigades and patrols to protect plantation as the CVD (Comité villageois de développement) had been reactivated in the first phase of the project. A national consultant specializing in forest fire and illegal logging control will be hired to train and organize the brigades to enhance their efficiency.

3.4. BUDGET

3.4.1 Overall Project Budget

OUTPUTS / ACTIVITIES	DESCRIPTION	Budget component	Quantity		Units	Unit cost \$US	Total costs \$US	ITTO		TOGO	
			Year 1	Year 2				Year 1	Year 2	Year 1	Year 2
Output 1	The collaborative management prospects are known to stakeholders and the land-use plans are implemented										
Activity 1.1	To inform stakeholders on the participatory management prospects of the Eto-Lili complex										
	National Coordinator (1)	11.1	<u>2</u>	-	M.M	900	1 800	800	-	1 000	-
	Participatory development and management expert (1)	11.2	<u>2</u>	-	M.M	650	1 300	600	-	700	-
	Secretary/Bookkeeper (1)	12.1	<u>2</u>	-	M.M	140	280	280	-	0	-
	Driver (1)	12.2	<u>2</u>	-	M.M	100	200	200	-	0	-
	Support Committee Compensation (4)	31.1	16	-	M.M	45	360	360	-	-	-
	Fuel	51	1 500	-	litres	1	1 500	1 500	-	-	-
	4WD vehicle (reconditioned)	43	1	-	car	6 450	6 450	-	6 450	-	
Total 1.1				-			11 890	3 740	0	8 150	0
Activity 1.2	To materialize forests and farming blocks boundaries in the presence of local communities										
	Mapping and civil engineering NGO	21	2	-	month	15 300	30 600	30 600	-	0	-
	National Coordinator (1)	11.1	<u>4</u>	-	M.M	900	3 600	1 600	-	2 000	-
	Participatory development and management expert (1)	11.2	<u>4</u>	-	M.M	650	2 600	1 200	-	1 400	-
	Secretary/Bookkeeper (1)	12.1	<u>4</u>	-	M.M	140	560	560	-	0	-
	Driver (1)	12.2	<u>4</u>	-	M.M	100	400	400	-	0	-
	Support Committee Compensation (4)	31.1	<u>16</u>	-	M.M	45	720	720	-	-	-

OUTPUTS / ACTIVITIES	DESCRIPTION	Budget component	Quantity		Units	Unit cost \$US	Total costs \$US	ITTO		TOGO	
			Year 1	Year 2				Year 1	Year 2	Year 1	Year 2
	Community mutual consultation workshop	15.1	2	-	workshop	1 400	2 800	2 800	-	-	-
	Fuel	51	1 200	-	litres	1	1 200	1 200	-	-	-
	Spare parts	52	Lum sum	-	Lum sum	Lum sum	2 850	-	-	2 850	-
	Miscellaneous expenses	61	<u>4</u>	-	month	<u>400</u>	<u>1 600</u>	<u>1 600</u>	-	-	-
Total 1.2				-			46 930	40 680	0	6 250	0
Activity 1.3	To effectively allocate to households the farming block parcels identified during 1st phase of the project										
	Land management NGO	22	-	2	month	4 200	8 400	-	8 400	-	-
	National Coordinator (1)	11.1	-	3	M.M	900	2 700	-	1 200	-	1 500
	Participatory development and management expert (1)	11.2	-	3	M.M	650	1 950	-	900	-	1 050
	Secretary/Bookkeeper (1)	12.1	-	3	M.M	140	420	-	420	-	-
	Driver (1)	12.2	-	3	M.M	100	300	-	300	-	-
	GPS units	44.2	2	-	u	1 600	3 200	3 200	-	-	-
	Compasses	44.3	2	-	u	1 100	2 200	2 200	-	-	-
	Support Committee Compensation (4)	31.1	-	12	M.M	45	540	-	540	-	-
	Project personnel compensation	31.2	-	<u>3</u>	M.M	720	<u>2 160</u>	-	-	-	<u>2 160</u>
	Community mutual consultation workshop	15.1	-	2	workshops	1 400	2 800	-	2 800	-	-
	Tel, Fax & electricity costs	53	-	Lum sum	Lum sum	Lum sum	800	-	800	-	-
	Spare parts	52	-	Lum sum	Lum sum	Lum sum	750	-	750	-	-
	Office supplies	54	-	Lum sum	Lum sum	Lum sum	600	-	600	-	-
	Fuel	51	-	800	litres	1	800	-	800	-	-
	Miscellaneous expenses	61	-	3	month	400	1 200	-	1 200	-	-
Total 1.3							28 820	5 400	18 710	0	4 710

OUTPUTS / ACTIVITIES	DESCRIPTION	Budget component	Quantity		Units	Unit cost \$US	Total costs \$US	ITTO		TOGO	
			Year 1	Year 2				Year 1	Year 2	Year 1	Year 2
Output 2	Increased capacities and smooth operation of local institutions										
Activity 2.1	To develop and adopt the Articles of Association and Bye-Laws for the Management Committee										
	Land management NGO	22	2	-	month	6 000	12 000	12 000	-	-	-
	National Coordinator (1)	11.1	3	-	M.M	900	2 700	1 200	-	1 500	-
	Participatory development and management expert (1)	11.2	3	-	M.M	650	1 950	900	-	1 050	-
	Secretary/Bookkeeper (1)	12.1	3	-	M.M	140	420	420	-	-	-
	Driver (1)	12.2	3	-	M.M	100	300	300	-	-	-
	Complete computer (reconditioned)	44.1	1	-	u	1 200	1 200	-	-	1 200	-
	Photocopier (reconditioned)	44.1	1	-	u	1 500	1 500	-	-	1 500	-
	Office supplies	54	Lum sum	-	Lum sum	Lum sum	1 100	1 100	-	-	-
	Tel, Fax & electricity costs	53	Lum sum	-	Lum sum	Lum sum	3 600	3 600	-	-	-
	Fuel	51	760	-	litres	1	760	760	-	-	-
	Support Committee Compensation (4)	31.1	12	-	M.M	45	540	540	-	-	-
	Workshop formation du comité de gestion du complexe	15.2	3	-	workshops	2 400	7 200	7 200	-	-	-
Total 2.1							33 270	28 020	-	5 250	-
Activity 2.2	To retrain forest fire brigades and brigades to combat the theft of timber products..										
	Nat. Consultant in Forest Fire Control	13.1	2	-	month	6 300	12 600	12 600	-	-	-
	Fire control/fighting equipment	44.3	Lum sum	-	Lum sum	Lum sum	2 800	-	-	2 800	-
	National Coordinator (1)	11.1	3	-	M.M	900	2 700	1 200	-	1 500	-
	Participatory development and management expert (1)	11.2	3	-	M.M	650	1 950	900	-	1 050	-

OUTPUTS / ACTIVITIES	DESCRIPTION	Budget component	Quantity		Units	Unit cost \$US	Total costs \$US	ITTO		TOGO	
			Year 1	Year 2				Year 1	Year 2	Year 1	Year 2
	Secretary/Bookkeeper (1)	12.1	3	-	M.M	140	420	420	-	-	-
	Driver (1)	12.2	3	-	M.M	100	300	300	-	-	-
	Support Committee Compensation (4)	31.1	12	-	M.M	45	540	540	-	-	-
	Project personnel compensation	31.2	3	-	months	720	2 160	-	-	2 160	-
	Training workshop for fire control brigades	15.3	2	-	workshops	2 200	4 400	4 400	-	-	-
	Vehicle Insurance cover	61	1	-		2 680	2 680	2 680	-	-	-
	Equipment maintenance	52	Lum sum	-	Lum sum	Lum sum	1 200	1 200	-	-	-
	Fuel	51	840	-	litres	1	840	840	-	-	-
	Auditing of project accounts	62		1	u	4 100	4 100	-	4 100	-	-
Total 2.2							36 690	25 080	4 100	7 510	0
	TOTAL						157 600	102 920	22 810	27 160	4 710

\$US 1 = FCFA 500

3.4.2 Yearly Project Budget

3.4.2.1 Yearly Budget – consolidated

BUDGET COMPONENTS		Input	Unit cost	TOTAL	Year 1	Year 2
10	PROJECT PERSONNEL					
	11. National experts (long term)	-	\$ -	\$ -	\$ -	\$ -
	11,1. National co-ordinator	30	\$ 450	\$ 13 500	\$ 10 800	\$ 2 700
	11,2. Expert in participatory development and management	30	\$ 325	\$ 9 750	\$ 7 800	\$ 1 950
	12. Other personnel					
	12,1. Bookkeeper/secretary	15	\$ 140	\$ 2 100	\$ 1 680	\$ 420
	12,2. Driver	15	\$ 100	\$ 1 500	\$ 1 200	\$ 300
	13. National consultants (short term)		\$ -	\$ -	\$ -	\$ -
	13,1. Fire control consultant	2	\$ 6 300	\$ 12 600	\$ 12 600	\$ -
	14. International consultants	-	\$ -	\$ -	\$ -	\$ -
	15. Fellowships and training	-	\$ -	\$ -	\$ -	\$ -
	15,1. Community consultation workshop	4	\$ 1 400	\$ 5 600	\$ 2 800	\$ 2 800
	15,2. Management committee training	3	\$ 2 400	\$ 7 200	\$ 7 200	\$ -
	15,3. Fire control committee training	2	\$ 2 200	\$ 4 400	\$ 4 400	\$ -
	19. Component Total			\$ 56 650	\$ 48 480	\$ 8 170
20	Sub-contracting					
	21. Mapping and engineering NGO	2	\$15 300	\$ 30 600	\$ 30 600	\$ -
	22. Community land management NGO	4	\$ 5 100	\$ 20 400	\$ 12 000	\$ 8 400
	29. Component Total			\$ 51 000	\$ 42 600	\$ 8 400
30	Domestic travels					
	31. Daily subsistence allowance	-	\$ -	\$ -	\$ -	\$ -
	31,1 Support Committee Allowance	<u>60</u>	<u>\$ 45</u>	<u>\$ 2 700</u>	<u>\$ 2 160</u>	<u>\$ 540</u>
	32,1 Project Personnel Allowance	<u>6</u>	<u>\$ 720</u>	<u>\$ 4 320</u>	<u>\$ 2 160</u>	<u>\$ 2 160</u>
	39. Component Total			\$ 7 020	\$ 4 320	\$ 2 700
40	Capital goods					
	43. Vehicles (rehabilitation)	1	\$ 6 450	\$ 6 450	\$ 6 450	\$ -
	44. Equipment goods	-	\$ -	\$ -	\$ -	\$ -
	44,1. Computer accessories and photocopier	2	\$ 1 350	\$ 2 700	\$ 2 700	\$ -
	44,2. Differential GPS and compasses	4	\$ 1 350	\$ 5 400	\$ 5 400	\$ -
	44,3. Small fire control equipment	1	\$ 2 800	\$ 2 800	\$ 2 800	\$ -
	49. Component Total	8		\$ 17 350	\$ 17 350	\$ -
50	Consumables					
	51. Fuel	5 100	\$ 1	\$ 5 100	\$ 4 300	\$ 800
	52. Repair work and spare parts	3	\$ 1 600	\$ 4 800	\$ 4 050	\$ 750
	53. Telephone, fax, internet and electricity costs	2	\$ 2 200	\$ 4 400	\$ 3 600	\$ 800
	54. Office supplies	2	\$ 850	\$ 1 700	\$ 1 100	\$ 600
	59. Component Total	5 107		\$ 16 000	\$ 13 050	\$ 2 950

BUDGET COMPONENTS		Input	Unit cost	TOTAL	Year 1	Year 2
60	Miscellaneous					
	61. Sundries	7	\$ 725.71	<u>\$ 5 480</u>	<u>\$ 4 280</u>	<u>\$ 1 200</u>
	62. Audit	1	\$ 4 100	\$ 4 100	\$ -	\$ 4 100
	63. Contingencies	-	\$ -	\$ -	\$ -	\$ -
	69. Component Total	8		\$ 9 580	\$ 4 280	\$ 5 300
	Sub-total			\$ 157 600	\$ 130 080	\$ 27 520
70	Local management costs					
	71. Executing agency's management cost			\$ 23 640		
	72. Monitoring by focal point			\$ -		
	79. Component Total			\$ 23 640	\$ -	\$ -
80	Project monitoring and administration					
	81. ITTO monitoring and review			<u>\$ 15 000</u>		
	82. Mid-term, final and ex-post ITTO evaluation cost			\$ 10 000		
	83. ITTO programme support costs (8% of items 10 to 82)			<u>\$ 12 058</u>		
	84. Donor's monitoring cost			\$ -		
	89. Component Total			\$ 37 058	\$ -	\$ -
90	Pre-project cost refund (Pre-project budget)			\$ -		
100	Overall Total			\$ 218 298		

3.4.2.2. Yearly project budget -- ITTO

BUDGET COMPONENTS		Input	Unit Costs	TOTAL	Year 1	Year 2
10	PROJECT PERSONNEL					
	11. National experts (long term)	-	\$ -	\$ -	\$ -	\$ -
	11,1. National coordinator	15	\$ 400	\$ 6 000	\$ 4 800	\$ 1 200
	11,2. Expert in participatory development and management	15	\$ 300	\$ 4 500	\$ 3 600	\$ 900
	12. Other personnel					
	12,1. Bookkeeper/secretary	15	\$ 140	\$ 2 100	\$ 1 680	\$ 420
	12,2. Driver	15	\$ 100	\$ 1 500	\$ 1 200	\$ 300
	13. National consultants (short term)		\$ -	\$ -		
	13,1. Fire control consultant	2	\$ 6 300	\$ 12 600	\$ 12 600	
	14. International consultants		\$ -	\$ -		
	15. Fellowships and training		\$ -	\$ -		
	15,1. Community consultation workshop	4	\$ 1 400	\$ 5 600	\$ 2 800	\$ 2 800
	15,2. Management committee training	3	\$ 2 400	\$ 7 200	\$ 7 200	
	15,3. Fire control committee training	2	\$ 2 200	\$ 4 400	\$ 4 400	
	19. Component Total			\$ 43 900	\$ 38 280	\$ 5 620
20	Sub-contracting			\$ -		
	21. Mapping and engineering NGO	2	\$15 300	\$ 30 600	\$ 30 600	

BUDGET COMPONENTS		Input	Unit Costs	TOTAL	Year 1	Year 2
	22. Community land management NGO	4	\$ 5 100	\$ 20 400	\$ 12 000	\$ 8 400
	29. Component Total			\$ 51 000	\$ 42 600	\$ 8 400
30	Domestic travels			\$ -		
	31. Daily subsistence allowance	-	\$ -	\$ -		
	31.1 Support Committee Allowance	<u>60</u>	<u>\$ 45</u>	<u>\$ 2 700</u>	<u>\$ 2 160</u>	<u>\$ 540</u>
	32.1 Project Personnel Allowance			\$ -		
	39. Component Total			\$ 2 700	\$ 2 160	\$ 540
40	Capital goods			\$ -		
	43. Vehicles (rehabilitation)					
	44. Equipment goods		\$ -	\$ -		
	44,1. Computer accessories and photocopier					
	44,2. Differential GPS and compasses	4	\$ 1 350	\$ 5 400	\$ 5 400	
	44,3. Small fire control equipment					
	49. Component Total			\$ 5 400	\$ 5 400	\$ -
50	Consumables			\$ -		
	51. Fuel	5 100	\$ 1	\$ 5 100	\$ 4 300	\$ 800
	52. Repair work and spare parts	2	\$ 975	\$ 1 950	\$ 1 200	\$ 750
	53. Telephone, fax, internet and electricity costs	2	\$ 2 200	\$ 4 400	\$ 3 600	\$ 800
	54. Office supplies	2	\$ 850	\$ 1 700	\$ 1 100	\$ 600
	59. Component Total			\$ 13 150	\$ 10 200	\$ 2 950
60	Miscellaneous			\$ -		
	61. Sundries	-	\$ -	\$ 5 480	\$ 4 280	\$ 1 200
	62. Audit	1	\$ 4 100	\$ 4 100		\$ 4 100
	63. Contingencies	-	\$ -	\$ -		
	69. Component Total			\$ 9 580	\$ 4 280	\$ 5 300
80	Project monitoring and administration					
	81. ITTO monitoring and review			\$ 15 000		
	82. Mid-term, final and ex-post ITTO evaluation cost			\$ 10 000		
	83. ITTO programme support costs (8% of items 10 to 82)			\$ 12 058		
	84. Donor's monitoring cost					
	89. Component Total			\$ 37 058		
90	Pre-project cost refund (Pre-project budget)					
100	Overall Total			\$ 162 788		

US\$1 = FCFA 500

3.4.2.3. Yearly project budget -- TOGO

BUDGET COMPONENTS		Input	Unit Costs	TOTAL	Year 1	Year 2
10	PROJECT PERSONNEL					
	11. National experts (long term)					
	11,1. National co-ordinator	15	\$ 500	\$ 7 500	\$ 6 000	\$ 1 500
	11,2. Expert in participatory development and management	15	\$ 350	\$ 5 250	\$ 4 200	\$ 1 050
	19. Component Total			\$ 12 750	\$ 10 200	\$ 2 550
20	Sub-contracting					
	29. Component Total			\$ -	\$ -	\$ -
30	Domestic travels					
	31. Daily subsistence allowance					
	31.1 Support Committee Allowance					
	32.1 Project Personnel Allowance	<u>6</u>	<u>\$ 720</u>	<u>\$ 4 320</u>	<u>\$ 2 160</u>	<u>\$ 2 160</u>
	39. Component Total			\$ 4 320	\$ 2 160	\$ 2 160
40	Capital goods					
	43. Vehicles (rehabilitation)	1	\$ 6 450	\$ 6 450	\$ 6 450	
	44. Equipment goods			\$ -		
	44,1. Computer accessories and photocopier	2	\$ 1 350	\$ 2 700	\$ 2 700	
	44,2. Differential GPS and compasses			\$ -		
	44,3. Small fire control equipment	1	\$ 2 800	\$ 2 800	\$ 2 800	
	49. Component Total			\$ 11 950	\$ 11 950	\$ -
50	Consumables					
	51. Fuel					
	52. Repair work and spare parts	1	\$ 2 850	\$ 2 850	\$ 2 850	
	59. Component Total			\$ 2 850	\$ 2 850	\$ -
60	Miscellaneous					
	69. Component Total			\$ -	\$ -	\$ -
70	Local management costs					
	71. Executing agency's management cost			\$ 23 640		
	72. Monitoring by focal point					
	79. Component Total			\$ 23 640	\$ -	\$ -
100	Overall Total			\$ 55 510		

US\$1 = FCFA 500

3.4.3 Project Budget by Components

3.4.3.1 Yearly project budget by component: ITTO

Budget component	TOTAL	Year 1	Year 2
10. PROJECT PERSONNEL	\$ 43 900	\$ 38 280	\$ 5 620
20. Sub-contracting	\$ 51 000	\$ 42 600	\$ 8 400
30. Domestic travels	\$ 2 700	\$ 2 160	\$ 540
40. Capital goods	\$ 5 400	\$ 5 400	\$ -
50. Consumables	\$ 13 150	\$ 10 200	\$ 2 950
60. Miscellaneous	\$ 9 580	\$ 4 280	\$ 5 300
Sub-total 1	\$ 125 730	\$ 102 920	\$ 22 810
80. ITTO monitoring and evaluation costs			
81. Monitoring and review cost (effective estimate)	\$ 15 000		
82. Evaluation costs (effective estimate)	\$ 10 000		
Sub-total 2	\$ 150 730		
83. Programme support cost (8% of overall ITTO budget)	\$ 12 058		
84. Donor's monitoring cost			
90. Pre-project cost refund			
ITTO TOTAL	\$ 162 788		

US\$1 = FCFA 500

3.4.3.2 Yearly project budget by component - TOGO

BUDGET COMPONENTS	TOTAL	Year 1	Year 2
10. PROJECT PERSONNEL	\$ 12 750	\$ 10 200	\$ 2 550
20. Sub-contracting	\$ -	\$ -	\$ -
30. Domestic travels	\$ 4 320	\$ 2 160	\$ 2 160
40. Capital goods	\$ 11 950	\$ 11 950	\$ -
50. Consumables	\$ 2 850	\$ 2 850	\$ -
60. Miscellaneous	\$ -	\$ -	\$ -
70. Executing agency's management cost	\$ 23 640		\$ -
Host government's executing agency's overall total	\$ 55 510	\$ 27 160	\$ 4 710

US\$1 = FCFA 500

Overall Project Budget by Activities and Components

OUTPUTS / ACTIVITIES + Non-activity-linked expenses	Rubriques budgétaires										Year	OVERALL TOTAL		
	10. Project personnel	20. Sub- contracting	30. Duty travels	40. Capital Goods	50. Consumer Goods	60. Miscella- neous								
Output 1: The collaborative management prospects are known to stakeholders and the land-use plans are implemented														
Activity 1.1: <u>To inform stakeholders on the participatory management prospects of the Eto-Lili complex</u>	3 580	IE	0		360	I	6 450	E	1 500	I	0	1	11 890	
Activity 1.2: <u>To materialize forests and farming blocks boundaries in the presence of local communities</u>	9 960	IE	30 600	I	720	I	0		4 050	E	1 600	I	1	46 930
Activity 1.3: <u>To effectively allocate to households the farming block parcels identified during 1st phase of the project</u>	8 170	IE	8 400	I	2 700	IE	5 400	I	2 950	I	1 200	I	2	28 820
Sub-total 1	21 710	IE	39 000	I	3 780	IE	11 850	IE	8 500	IE	2 800	I		87 640
Output 2: Increased capacities and smooth operation of local institutions														
Activity 2.1: <u>To develop and adopt the Articles of Association and Bye-Laws for the Management Committee</u>	12 570	IE	12 000	I	540	I	2 700	E	5 460	I	0	1	33 270	
Activity 2.2: <u>To retrain forest fire brigades and brigades to combat the theft of timber products..</u>	22 370	IE			2 700	IE	2 800	E	2 040	I	6 780	I	1, 2	36 690
Sub-total 2	34 940	IE	12 000	I	3 240	IE	5 500	E	7 500	I	6 780	I		69 960
Sub-total (ITTO)	43 900		51 000		2 700		5 400		13 150		9 580			125 730
Sub-total (Exec. Agency)	12 750		0		4 320		11 950		2 850		0			31 870
Sub-total (Others)	0		0		0		0		0		0			0
TOTAL	56 650		51 000		7 020		17 350		16 000		9 580			157 600

I = ITTO Contribution E = EA / Host

Govn't contribution

1 \$ US = 500 FCFA

3.5. ASSUMPTIONS, RISKS AND SUSTAINABILITY

3.5.1. Assumptions and Risks

The demarcation and allocation of blocks of farm land to the communities will be conducted in a participatory way, however there is a risk associated to these activities that could arise from any delay affecting the signing of draft decrees and orders developed during phase 1 with the support of the legal affairs consultant. To avoid this delay, this issue is currently being followed-up by ODEF General Directorate. The other risk would be if the communities were deterred from mobilizing for this project by a minority claiming land ownership and opposing the equitable apportioning of land/tenure titles. The intensification of outreach and awareness-raising efforts with the support of administrative authorities (prefect of Zio) could address this risk.

The Management Committee and plantation protection brigades whose capacities will be strengthened can succeed in their mission only if people support this mission with a convergence of ideas. There are two forests, but there will be a single committee with two groups of representatives for the forests, who will act as spokespersons for the respective communities. Therefore there is a need for a unified approach to the joint interests, but in case of a split between the two groups, the Management Committee will play its role as umpire.

The achievement of the specific objective is linked to the stability of the Forest Administratio. Forestry institutions currently conducting this process could undergo administrative reforms (restructuring) leading to changes in roles and responsibilities and the whole process could be compromised; therefore several partners have been earmarked with the departments as potential continuators of the process ; in addition, the decrees and orders that have been developed could establish the legality and sustainability of the implementation of activities under this cooperation.

3.5.2. Sustainability

The project will develop material and human resources and the methodology for carrying out the activities, but the total duration of this project is only fifteen months. At the end of the project not only should the land allocated be managed properly and the fire control and suppression and illegal logging enforcement capacities be operational, but also all these arrangements are to last long after project completion. Indeed, after the project, the cooperation between ODEF and the communities should be implemented. Activities which will demonstrate the effective implementation of this collaboration include the following:

- Development of farming blocks in accordance with contracts and with the support of qualified local NGOs;
- Management of the living spaces of new human settlements through guidance or prohibition of new settlements in the forest;
- Development by ODEF of an annual reforestation plan for the area dedicated to forestry;
- Development by the management committee of annual operational plans, and preparation of progress reports and records of activities; this committee will receive financial support through grants from forest administration/forestry services, primarily through the direct provision of in-kind contributions. ODEF will incorporate its activities in its annual operations plans.
- Development and execution by the plantation protection brigades of programs and strategies for local intervention, progress reports. ODEF will continue to fund the activities of these brigades in part as salaries paid to the brigade/patrol members and in part as bonus payment to the whole community.

This experience will be disseminated in the other forests of the country. To achieve this end, training workshops and mutual consultation exercises will not be limited to stakeholders from the project area but

other partners having the capacities to disseminate and apply project results on various ODEF intervention sites will be invited to participate too.

Furthermore, the communities will be deeply involved in the activities after strengthening their organization, to facilitate the transfer of knowledge and enable them to develop ownership of project outputs and outcomes. A control mechanism on discount incentives and protection/conservation premiums to the benefit of the local communities will be enhanced via the management committee to make these activities sustainable.

PART FOUR: IMPLEMENTATION ARRANGEMENTS

4.1. ORGANIZATION STRUCTURE AND STAKEHOLDER INVOLVEMENT MECHANISMS

4.1.1. Executing Agency and Partners

Executing Agency

The executing agency of this project is *Office de Développement et d'Exploitation des Forêts* (ODEF). This structure is placed under the responsibility of the Ministry of the Environment and Forest Resources (MERF).

Since its inception in 1971, this structure has cumulated some 40 years experience in reforestation and forest management in Togo. ODEF, through ITTO projects, initiated participatory management of forest resources by involving local populations (as in the first phase of the current project PD 217/03 Rev.2 (F)). This structure now has a workforce of 240 comprising both genders of which 76 are qualified professionals including water and forest engineers, water works and forestry engineers and, water and forest assistant engineers, sociologists, environmentalists and managers. ODEF is to play a direct role in the implementation of the project. Project staff will be seconded from this institution and will be responsible for recruiting and coordinating all project activities. It also has the proper equipment (fleet of vehicles and forestry equipment), infrastructure, real estate and an average annual budget of U.S. \$ 2 234 607 (2007 to 2009). The needs of this institution are mainly financial.

The Ministry of Environment and Forest Resources will be involved in the monitoring of the project through the steering committee in which the ministerial cabinet will be represented. This department also has experience in participating in the steering committee of most ITTO projects implemented in the country. It also contains a competent and multidisciplinary personnel distributed in its various directorates that will rank among the partners of this project partners through a technical support committee.

Partner structures (technical committee support)

Services Partners (technical support committee)

ODEF will be supported by other MERF technical services through a support committee comprising four (4) members, in which each service will be represented, and which will participate in workshop activities and mutual consultation meetings. They are:

- **Directorate of Waters and Forests,**

This Directorate is responsible for the management of some flora conservation areas in the country and will contribute its experience and set the standards, the lessons learned from Project PD 9 / 99 rev. 2 (F) "Sustainable and participatory development of forest resources Missahoé (Kpalime-TOGO) gazetted forests and surrounding village communities for optimal timber production."

- **the Department of Wildlife and Hunting**

Its special responsibility is the management of national parks and wildlife reserves of the country. It has to its credit, the experience of the mutual consultation process with local communities ; the experience of such process was acquired when it identified farming blocks in protected areas (Amu-Mono).

- **Directorate of Environment,**

It is the dedicated instrument for managing environmental issues in the country. Its role will not be negligible in the implementation of certain project activities, including the determination and optimization of environmental impacts.

- **The Directorate of the Forestry and Environment Inspectorate,**

The directorate is in charge of enforcement duties against illegal activities taking place in protected areas, and since the project involves the control of forest fire and illegal logging, it will help the process.

The Consultant who will work with ODEF must be an expert in fire control and enforcement actions against illegal logging. Services will be outsourced from two NGOs respectively qualified in civil engineering and mapping, and community land management. Customary chiefs and CVDs of local village communities will be requested to support the different advocacy and awareness-raising campaigns.

4.1.2. Project Management Team

In terms of technical and scientific aspects, the Project will be managed by a small team composed of a national coordinator and a specialist in participatory planning and management. These professionals will be assisted by a secretary-accountant, a driver and a technical support committee composed of three persons experienced in the conduct of ITTO projects and they will come from the MERF technical departments identified above as project partners. The local project will be housed at the Maritime Region Directorate located some 20 km from Lomé.

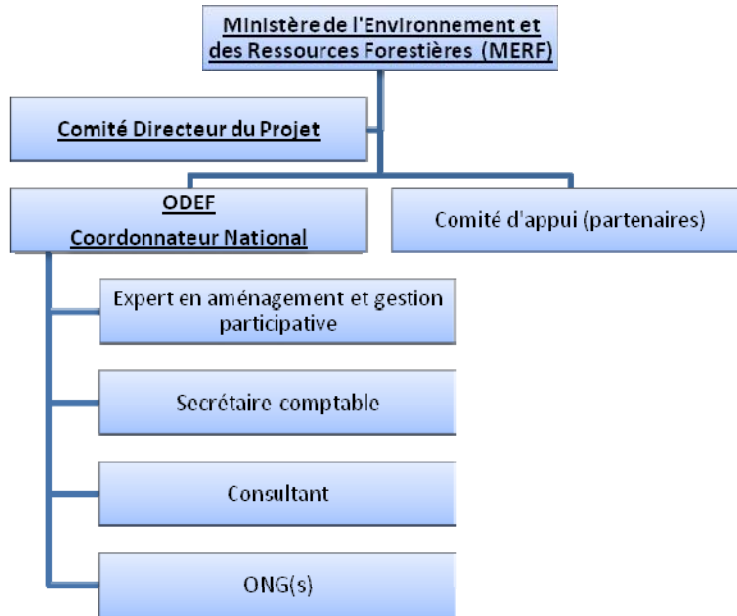
4.1.3. Project Steering Committee

The project steering committee will be in charge of the daily monitoring of project activities. This committee is composed of:

- One representative of the Ministry of the Environment and Forest Resources;;
- One representative of the ITTO;
- One representative of ODEF;
- One representative of the Water and Forest Directorate;
- One representative of local NGOs;
- One representative of local communities
- The Project Coordinator.

4.1.4. Stakeholder involvement mechanisms

Consultation workshops will be organized periodically to reach all stakeholders to present the progress and interim results of the project. Similarly, study validation workshops will be convened during the period of project implementation for the same purpose. The stakeholders to be invited at these mutual consultation exercises are: the project personnel, the local NGOs, the representatives of local communities, local administrative authorities, representatives of training institutions, representatives of governmental and private organizations active in the area of natural resources management, etc.



Ministère de l'Environnement et des Ressources Forestières (MERF): Ministry of the Environment and Forest Resources (MERF); **Comité Directeur du Projet:** Project Steering Committee; **Coordonnateur national:** National Coordinator ODEF, Agence d'Exécution: ODEF, Executing Agency; **Comité d'appui (Partenaires):** Support Committee (Partners); **Expert en aménagement et gestion participative:** Expert in Participatory Development and Management; **Secrétaire comptable:** Secretary/Accountant; **Consultant:** Consultant; **ONGs:** NGOs.

Figure 5: Project Organization and Staff Chart

4.2. REPORTING, REVIEW, MONITORING AND EVALUATION

After the Steering Committee meeting following the funding of the project, ODEF through the project coordinator shall submit a project inception report. This report must outline the steps necessary to implement the project.

The annual operation plan of the first year should already incorporate an internal monitoring system that will allow ODEF and the Technical Support Committee to improve project performance. Internal monitoring takes place once a year and the monitoring mission shall be conducted before the meeting of Project Steering Committee. The decisions of this committee shall be reported in the minutes which will state the issues identified (documented in the progress reports) and corresponding solutions. The reference documents for monitoring and reviews are the logical framework matrix and work plan. The review mission to

be conducted by ITTO personnel (ITTO representative in Africa) is to be organized in collaboration with ODEF and MERF.

Progress reports should be submitted every six months in compliance with the third edition (2008) of the *"ITTO manual for project monitoring, reviewing, reporting and evaluation of projects"* and forwarded to ITTO in February and August each year.

A completion report will be prepared by ODEF at the end of 15 months if the project has effectively ended.

4.3. DISSEMINATION AND MAINSTREAMING OF PROJECT LESSONS

4.3.1. Dissemination of project results

Although this project is performed on two different sites representing approximately 6% of the total area of protected areas managed by ODEF, one must bear in mind that land claims, illegal logging and forest fires are issues that extend throughout the territory. Of all the forest areas protected by the Office, 54% are more vulnerable and deserve particular attention. Therefore, the results of this project will be extended to other areas of ODEF intervention, and possibly to more sites operated by other State departments and individuals. To do so, resource persons from these services will be involved in workshops for the presentation of preliminary project results and project evaluation. Meanwhile, the training services provided under the project will involve a number of stakeholders capable of disseminating the knowledge generated. Reports will be disseminated for the occasion.

4.3.2. Mainstreaming of project learning

The capacities of the forest complex Management Committee will be enhanced after the project with members from other services dealing with the same area of management and representatives of nearby communities joining in. The re-training of fire-fighting and fire control crews will take place one year after project completion and will be extended to stakeholders from other public forest estates. This exercise will be renewed every two years. The agriculture administration which will support communities engaging in rational land-use practices through appropriate methods should not be overlooked either. To ensure forest protection, people will be motivated by incentive bonuses ("protection premiums") to be awarded to them in accordance with the prevention and control efforts they have deployed during the year.

ANNEX 1: PROFILE OF THE EXECUTING AGENCY

1. Expertise

ODEF is a Governmental organization established by Decree N°71-204 of 13 November 1971. Its mission includes the management and development of the Permanent Forest Estate. ODEF's achievements to-date include the establishment of over 9000 ha of plantation for the State. These projects were financed by the Government or alternatively by development organizations. They include the following:

- Project TOG/88/008: Reforestation and forest management including the establishment of some 700 ha;
- Project PAM/TOG/2818 and TOG/AGR/0010: Forest Development with the establishment of almost 1,500 ha of teak plantation; and
- The AFRI Project financed by the *Caisse Centrale de Coopération Française* (Central French Cooperation Fund) and the Government of Togo through which 3,500 ha of Eucalyptus plantations were established.

During the past three years, ODEF has implemented the following actions in partnership with ITTO:

- PD 168/02 Rev. 1 (M): "Establishment of a National System of Collection, Input, Processing and Dissemination of Forestry and Timber Statistical Data in Togo";
- PD 217/03 Rev. 2 (F): "Establishing a Cooperative Framework Between ODEF and the Communities Living in the Eto-Lilicope Forest Complex for the Sustainable Participatory Management of this Complex"

2. Infrastructures

ODEF has its Headquarters in Lomé and covers 15 geographical sectors and sub-sectors over the entire Togolese territory. The General Directorate is organized around a Technical Directorate, and Administrative and Financial Directorate and a Commercial Directorate. ODEF's Technical Directorate includes a relatively well-equipped Engineering Department that enables it to implement studies, monitor work under implementation and undertake some associated research projects at field level. Thus, it provides support to other Governmental Forest Departments both with staff and equipment. At field level, its actions cover 15 gazetted forests totalling 120,000 ha approximately. Five nurseries with a capacity of over 2 million seedlings can supply seedlings to reforestation projects and provide training facilities and infrastructure for the training of a large number of nursery operators.

3. Budget execution

ODEF enjoys its own administrative and financial autonomy. Its budget for the past 3 years, not including project-funding contributions, breaks down as follows:

Component	Year 2007	Year 2008	Year 2009
Sub-contracting A+B (n°62&63)	1 067 837	1 126 459	392 861
Duty Travels (61&63)	68 818	66 217	31 030
Acquisitions and Capital Goods (n°2)	152 289	440 047	5 733
Consumables (n°60)	483 427	566 605	304 430
Personnel (n°66)	634 905	683 677	679 484
Total	2 407 276	2 883 005	1 413 539

US\$1 = FCFA500

4. Personnel

In January 2010, ODEF personnel included 192 officers and administrative staff:

- Design and Development Engineer: 05

- Senior Engineer:	12
- Assistant Engineers:	26
- Administrative executives:	33
- Others (Office Staff, Rangers & Patrol Officers, drivers):	150

The General Directorate is structured into a Technical Directorate, and Administrative and Financial Directorate and a Commercial Directorate. There is one regional directorate in the five administrative regions of the Country.

Profile of Partners services and departments

a) Directorate of Waters and Forests (DEF)

The Directorate of Forestry reporting to the Ministry of Environment and Forest Resources is the structure in charge of designing, coordinating and implementing forest policy for the protection of the flora and control of the exploitation of natural forest stands. For this purpose, its responsibilities include the following:

- The combat against desertification;
- The organization of controlled burning and bushfire fighting actions;
- The conservation of the flora and control of its uses;
- The issuance of authorizations for the exploitation of natural forest species;
- The protection of forests, development of green belts, and creation of public parks and gardens;
- The identification and protection of endangered species;
- The protection and promotion of forest plant genetic resources endangered;
- The development of master-plans for the urban supply of firewood and charcoal;

This Directorate comprises the following three divisions:

- Division of Forest Inventories, Statistics and Documentation;
- Division of Development Works, Forestry and Logging;
- Division of Rural Forestry (Community Forestry), Agro-forestry, Promotion of Ornamental Species and River Rehabilitation.

The total annual average staff establishment is 206 people, while its average annual budget is U.S. \$ 561,202.

b) Department of Wildlife and Hunting (DFC)

It is responsible, inter alia, for the following:

- The implementation and monitoring of national wildlife protection policy, regulation and control of wildlife hunting and capture practices;
- The conservation and management of national parks, wildlife reserves, hunting reserves, etc..
- The Protection of wetlands as natural habitats;
- The development and implementation of wildlife management legislations;

This directorate comprises the following two divisions:

- Division of Wildlife Inventory, Management and Protection;
- Division for the Advancement of Animal Husbandry, the Exploitation of Wild Animal Species and Wetlands.

c) Directorate of the Environment (DE)

Its remit includes the following:

- To contribute to the identification of strategies and the national policy in terms of prevention of natural and technological hazards, negative impacts of development activities on the environment and the control pollution and nuisances;
- To develop the definition of environmental policies and standards and to ensure the verification of compliance;
- To manage with relevant institutions and stakeholders, impact assessment and environmental audit processes for the issuance of environmental compliance certificate
- To ensure technical coordination of the implementation of conventions and other international treaties relating to environment conservation;
- To promote technologies and modes of production and sustainable consumption.

This department includes three divisions:

- Division of Impact Studies And Environmental Audits
- Division Gazetted Facilities and Hazardous Waste
- Division of the Prevention and Control of Pollution and Nuisances.

d) Forestry and Environmental Inspectorate (IFE)

Its mission includes inter alia to:

- Monitor the implementation of reforestation, management, maintenance and protection of the National Forest Estate;
- Control the development and protection activities carried out in protected areas for conservation purposes;
- Check the compliance of logging activities with licenses issued therefor;
- Check the frequency of hunting and harvesting of NWFPs;
- Check the effectiveness of guidance and support provided to communities through reforestation and the management of community, village, urban and private forests;
- Carry out random checks of the lawfulness of the transport forest products and by-products ...;
- Ensure effective compliance with environmental standards by gazetted facilities;
- Coordinate the legislations and regulations drafting work and manage the litigation services of the Minister.

This service comprises three divisions:

- Division of Forest Resources
- Division of Environment,
- Division of Legal Affairs and Litigations.

ANNEX 2: CURRICULUM VITAE OF KEY PROJECT STAFF SECONDED BY THE EXECUTING AGENCY

A) CURRICULUM VITAE

Name	GBADOE
Forename	Edjidoméle
Date and place of birth	05 April 1958 in Lomé (TOGO)
Sex	Male
Family status	Married with four (04) children
Nationality	Togolese
Profession	Ingénieur des Eaux et Forêts et des Chasses (Forestry and Wildlife Engineer)
Address	e-mail: redjidomele@yahoo.fr BP:13 623 Lomé TOGO Tel: (00 228) 905 40 62 et (00 228) 953 61 97
Professional references	1- EGLI Arnold: aegli@bluewin.ch 2- BARBIER Claude: claud.barbier@crpf.fr 3- AGOGNO Koffi: Tél: 958 37 04

MAIN SPECIALISMS AND GRADUATION

- **Silviculture and Management**
 - Training institution
 - Degree
 - Main subjects
 - from 1983 to 1986
 - E.N.S.A. - Foresterie Centre Universitaire de Dschang CAMEROUN
 - *Ingénieur des Eaux et Forêts et des Chasses* (Forestry and Wildlife Engineer)
 - Silviculture, forest management, wildlife and hunting, logging, wood working technologies, soil protection and restoration; forest inventories
- **Agro-pastoralism**
 - Training institution
 - Degree
 - Main subjects
 - from 1979 to 1982
 - *Ecole supérieure d'agronomie* (ESA-UB TOGO)
 - Executive Engineer in Agronomy
 - Specialist crop cultivation, zoo-technics, rural sociology, rural economy, botany, soil science, farm operational management.
- **Baccalauréat**
 - Major: Natural science (1979)

PROFESSIONAL EXPERIENCE

- **23rd February 2009 to-date**
 - Position
 - Duties

Office de Développement et d'Exploitation des Forêts
General Director of ODEF
Coordination and monitoring of administrative, financial and commercial activities

- **1st June 2007 to 22 February 2009**
 - Position
 - Duties
 - Head of Studies and Planning Division
 - Scheduling, monitoring and evaluation of ODEF activities through an Annual Operations Plan, Project design and development; supervision of construction work (building and forest roads); preparation of periodical and annual reports.
 - Design and execution of forest inventories

Volunteer at the United Nations
HCR Abéché – Chad, UNV Environmental expert
Integration of environmental factors in systems to be implemented in programmes to settle Sudanese refugees in eastern Chad

- **September 2004 to 30 April 2007**
 - Position
 - Duties

Volunteer at the United Nations
HCR Abéché – Chad, UNV Environmental expert
Integration of environmental factors in systems to be implemented in programmes to settle Sudanese refugees in eastern Chad

* * *

B) CURRICULUM VITAE

Name: ALI
Forename: Salissou
Date and place of birth: 31 December 1976 in Kolina, Togo
Nationality: Togolese
Sex: Male
Profession: Field Agrologist Engineer, Specialist in Participatory Forest Management and Development.
Address: Office de Développement et d'Exploitation des Forêts (ODEF), B. P. 334 – Lomé Togo, Tél. + 228 221 42 17
e-mail: salissou@msn.com

FIELDS OF EXPERTISE

► *Forest Management*

3. Project Management of a forest and protected area;
4. Forest Mapping and Geographic Information Systems (GIS);
5. Forest Inventories (flora and fauna) and data processing and analysis;
6. Socio-economic Studies of forest inhabitants;
7. Participatory Diagnosis and Systemic Approach;
8. Preparation of Community Forest Development and Management Plans and Forest Management Units.

► *Tropical Agronomy*

9. Management of farmstead activities and structures;
10. Crop cultivation techniques and parasite control;
11. Value-added development of local resources;
12. Rural community work and agricultural extension services

13. Agro-forestry projects.

TRAINING AND EDUCATION

- 2007:** **Forest Manager – ATIBT (*Forest Stands Dynamics*)**
Association Technique Internationale des Bois Tropicaux (Faculté Universitaire des Sciences Agricoles de Gembloux & Ecole Nationale des Eaux et Forêts du Gabon).
- 2004:** **DESS (Post-graduate Diploma) in *Participatory Forest Resource Development and Management*** (15 months); Centre Régional d'Enseignement Spécialisé en Agriculture, Forêt et Bois (CRESA Forêt-Bois, University of Dschang, Cameroon).
- 2002:** **Engineer's Diploma in Tropical Agronomy** (Bac + 5), University of Lomé, Togo.
- 1995:** **Baccalauréat Series "D" (Mathematics and Biology)**, Togo.

PROFESSIONAL EXPERIENCE DEVELOPED DURING THE PAST FIVE YEARS

August 2009 to present: Head of Planning Division: *Office de Développement et d'Exploitation des Forêts* (ODEF, Togo)

- Supervision and performance monitoring at subdivision level
- Preparation of progress reports
- Development of a strategy in compliance with national forest policy
- Liaising with other institutions and other Forestry Services
- Design of forestry inventories and taking forest management records
- Forestry research and silvicultural monitoring;
- Initiation and development of project and pre-project proposals;
- Development of scope of works/ToR;
- Coordination of development and monitoring of annual work schedule and budgets

November 2007 to July 2009: Head of Planning Division: *Office de Développement et d'Exploitation des Forêts* (ODEF, Togo)

- Operational planning within ODEF;
- Initiation, design and development of project ideas, project and pre-project proposals;
- Development of technical submissions to approach potential donors;
- Effective participation in the design and monitoring of Office's budget execution;
- Development of contracts and specifications.

March 2006 to October 2007

**Specialist in Participatory Forest Development and Management,
Office de Développement et d'Exploitation des Forêts (ODEF)**

ITTO Project PD 217/03 Rev. 2 (F): "Establishing a Cooperative Framework Between ODEF and the Communities Living in the Eto-Lilicope Forest Complex for the Sustainable Participatory Management of this Complex".

- Preparation of information and awareness-raising tours;
- Preparation of training, validation and evaluation workshop;
- Organizing the participatory diagnosis in a collaborative way;
- Preparing the partnership between the Forest Administration and the communities;
- Providing support to the NGO and the organisation of the communities within the project area;

May 2005 to February 2006

**Consultant, Head of Inventory Squad: *Horizon Vert (HV-GIE)*,
Projet OIBT PD 28/00 Rev. 2 (F), “*Integrated Management of Community Forests in the Valley of Mefou and Afamba (Central Province of Cameroon)*”.**

- Conduct of inventory work in community forests in Koukounou, Ofoumnelek and Odoudouma (Central Province);
- Digital mapping (on GIS) and demarcation of community forests
- Conduct of inventory work (strip clearing and stem counting);
- Data analysis and compilation of inventory reports
- Support to the preparation of community forests management plans.

* * *

ANNEX 3: TERMS OF REFERENCE (TOR) OF PROJECT PERSONNEL/CONSULTANTS FINANCED ON THE ITTO BUDGET CONTRIBUTION

➤ **ToR for the Project Coordinator**

Profile and Experience:

The Project Coordinator is a forest engineer with expertise in forest resource management and a minimum of three years experience in ITTO project management. He must have a strong experience in design and implementation of participatory and sustainable development plans and forest fire prevention and control. The expertise of outreach techniques in rural areas, experiences in participatory approaches and a sound knowledge of IT tools are required for this position.

Mandate:

He is in charge of project implementation and his responsibilities include the following:

- To develop a detailed work plan;
- To develop detailed terms of reference
- To seek resource persons and technicians necessary for the conduct of activities;
- To concentrate and compile the reports from the various studies;
- To organise training, consultation and validation workshops;
- To monitor field activities;
- To plan current expenditures;
- To prepare tenders and orders;
- To undertake negotiations and purchases of goods and supplies.

Duration of assignment: 15 months

➤ **Terms of reference for the Expert in participatory development and management**

Profile and Experience

- Forest Engineer specialising in participatory development and management of forest resources and other similar qualifications;
- At least a 3-year experience in a forest resource participatory management project;
- To demonstrate initiative and the ability to work in a team;
- To have a sound command of IT tools.

Mandate

The Specialist in Participatory Forest Resources Development and Management is placed under the supervision of the National Coordinator and works in close collaboration with the Consultant and NGOs. His/her duties include the following:

- To prepare outreach and information tours and workshops;
- To organise the collaborative studies to be conducted in the project areas;
- To prepare the partnership between the Forest Administration, the communities and other stakeholders;
- To organize training and capacity-building sessions;
- To assist the Coordinator in the acquisition and monitoring of equipment operations required for the implementation of this project.

Duration of assignment: 15 months

➤ **Terms of reference for the National Consultant in forest fire control**

Qualification

The consultant to be hired will have expertise in forest fire control and prevention and a sound experience (at least five (5) years) in adult training and supervision. A knowledge of natural resource participatory management principles considered a key asset.

Mandate

➤ Strengthening the capacity of project staff, representatives of the communities and other stakeholders concerned with the prevention and control of forest fires through:

- The coaching of project staff;
- Facilitation of training sessions on relevant themes
- To identify the needs by organizing local communities;
- To identify the training needs of fire control organizations;
- To provide the communities training in fire control and enforcement actions against illegal logging.

Duration of assignment: 2 months

➤ **Terms of Reference for the mapping and civil engineering NGO**

Qualification

The structure to be hired will be an NGO with expertise and solid experience of at least five (5) years in the field of surveying and mapping with a perfect command of GIS (Geographic Information Systems). Adequate experience in the field of civil engineering work is a prerequisite to apply for this position.

Mandate

- Field level surveys to re-identify the boundaries of the different blocks of gazetted forests;
- Install the landmarks to materialize forest boundaries and farm lands and set them on a map
- Have workshop proceedings validated.

Duration of assignment: 2 months

➤ **Terms of Reference for the community land management NGO**

Qualification

The structure to be appointed will be an NGO having an expertise and a solid experience (at least five (5) years long) in forest resources and community land management. Knowledge of the principles of participatory management and legal concepts is strongly recommended.

Mandate

- To allocate farm land to local communities;
- To develop a strategy for the sustainable management of land allocated;
- To organize and train the management committee of the forest complex;
- To support the establishment of Statutory instruments formalizing the operational aspects of the committee;
- To have workshop proceedings validated.

Duration of assignment: 4 months

ANNEX 4: RECOMMENDATIONS BY THE 41TH ITTO EXPERT PANEL AND RESULTING AMENDMENTS

A Overall assessment

The Panel acknowledged the efforts made by the proponent in addressing most of the comments and recommendations of the Expert Panel made at its Fortieth Meeting. It was recognized that the proposal was based on the findings and outcomes of the completed project PD 217/03 Rev.2 (F): *“Establishing a Cooperative Framework between ODEF and the communities living in the Eto-Lilicope Forest complex for the Sustainable Participatory Management of this Complex”*.

The Panel noted that there was still a need to address some remaining weaknesses noticed in some sections and sub-sections, and it was also noted that the second and sixth recommendations of the previous Expert Panel meeting were ignored in the revised version of the proposal. Those noticed weaknesses mainly include the following: stakeholder analysis inadequately described with inconsistency between the information presented in different paragraphs of the sub-section 2.1.2; Logical Framework Matrix still uses outputs' indicators inadequately formulated in order to be specific, measurable, appropriate, realistic and time-bound (SMART), and also with too broad assumptions for the development objective and specific objective; impact indicators and outcome indicators still missing under the development objective and specific objective respectively.

The Panel also noted the lack of consistency between the work plan and the budget (e.g. the coordinator's intervention for the implementation of Activity 1.1 is scheduled for 2 months in the work plan, but it is budgeted for 3 months in the master budget schedule). There was no need to repeat the elements provided as responses to the overall assessment and specific recommendations in Annex 4. The project steering committee was placed at the top of the organizational chart, but it should have been placed in staff and not in line hierarchical position in relation to its role in the monitoring and evaluation of the project implementation.

Amendments introduced:

Changes have been introduced generally in keeping with the general comments delivered by the Expert Panel. The second and sixth recommendations of the preceding Panel session (40th Expert Panel) have been reviewed together with the details of weaknesses noted by the 41st Panel; impact indicators and outcome indicators have been further refined where it was so required (section 2.2); the consistency between the overall budget and the work plan has been improved; the project Steering Committee has been placed at the same level as the project coordination unit.

B) Specific recommendation

The proposal should be revised taking into account the overall assessment **and** the following (cf. the Table below):

Amendments introduced:

Amendments have been introduced in the project document in accordance with the specific observations. The following table shows the various input in connection with the specific recommendations:

N°	RECOMMENDATIONS BY THE PANEL	AMENDMENTS INTRODUCED
1	Provide more information on issues and needs of the institutions involved in the project implementation, their capacity, roles and responsibilities;	The needs and expectations of institutions including ODEF, supported by the central directorates of MERF have been introduced in paragraph 4.1.1. "Executing agency and partners" by detailing the role and responsibilities of each one of them. Their attributes have also been detailed in Annex 1 "Profile of the executing agency and partners".
2	Further improve the stakeholders' analysis by providing more information on the level of consensus, need for change and steps to ensure the participation of stakeholders, while defining the target beneficiaries in relation to identified primary stakeholders;	This analysis was entirely reformulated in paragraph 2.1.2 "Stakeholders' analysis" and made complete with information from the following table.
3	Further strengthen the logical framework matrix by using SMART indicators for the outputs, and also by formulating appropriate assumptions for the development objective and specific objective;	The logical framework matrix has been improved through its take at section 2.1.4. Amendments are in underlined bold typefaces in the matrix.
4	Redefine the outputs in accordance with the main causes of the key problem and provide more information on the use of outputs by beneficiaries in the section regarding the expected outcomes at project completion, while defining relevant activities in relation to the sub-causes of the key problem;	Outputs have been redefined, as well as the activities in accordance with the causes et sub-causes of the problem tree, respectively. Amendments are visible in the tree of objectives (fig. 4) and in para. 3.1. "Outputs and activities". In addition, the use of outputs by beneficiaries has been indicated in paragraph 1.4. "Results expected at project completion".
5	Revise the ITTO budget in line with the above overall assessment and	specific recommendations and also in the following way:
5.a	Check the consistency between the master budget schedule and work plan regarding the planned duration of each activity and related budgeted amount;	The amounts provisioned for in the general budget items (section 3.4.1.) have been revised in proportion to the duration of the activity listed in the Work Plan (section 3.3.); the distribution of the personnel budget and other duration-linked items have been done in such a way that the allocated budget does not extend beyond the 15 months of project life; for instance, the project staff salaries is less than proportional to the duration ascribed to most activities, and it is not cumulative. As to sub-contractors, the work plan shows the probable effective duration of the relevant activity as from the date of subcontracting till the submission of the final report, however costs have been budgeted only for the effective duration of their field work.
5.b	After adjusting budget item 81 to US\$15,000, recalculate the ITTO Programme Support Costs (sub-item 83) so as to conform with the standard rate of 8% of the total ITTO project costs (on budget items 10 to 82);	Budget component 81 has been adjusted to 15 000 US\$, and programme support costs have been increased from US\$11,641 to US\$12,044.
6	Include an Annex that shows the overall assessment and specific	All amendments have been incorporated in underlined bold typefaces

	recommendations of the 41st Expert Panel and respective modifications in tabular form. Modifications should also be highlighted (bold and underline) in the text.	as requested by the 41 st Panel and annexed to the document in this Annex.
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C Conclusion

Catégorie 1 : The Panel concluded that the proposal could be commended to the Committee with the incorporation of amendments